

# *MONTGOMERY COUNTY, MD*

## ***Personnel Management Review***

***Merit System Employment Profile  
Turnover Analysis  
Wage and Salary Comparability***

***Montgomery County Government  
Office of Human Resources  
Classification and Compensation Team  
101 Monroe Street, 12<sup>th</sup> floor  
Rockville, MD 20850***

***April 2014***



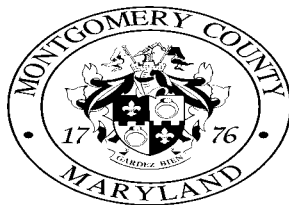
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# Personnel Management Review

## Table of Contents

<b>Introduction</b>	<b>Page</b>
<b>Merit System Employment Profile</b>	
General Workforce Statistics	1-1
Pay Grade and Salary Distribution	1-6
Collective Bargaining	1-8
Leave Usage and Balances	1-10
Tuition Assistance	1-11
Equal Employment Opportunity (EEO)	1-12
Temporary and Seasonal Employees	1-17
<b>Turnover Analysis</b>	
Summary - Turnover History	2-1
Separated Employee Analysis	2-2
<b>Wage and Salary Comparability</b>	
Comparison of Pay Increases to CPI	3-1
Comparison of Pay Increases to Private Sector	3-3
Eligibility for Service Increments	3-5
Wage and Salary Comparisons	3-6

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Rockville, Maryland 20850

## INTRODUCTION

The Personnel Management Review is compiled by the Office of Human Resources. The purpose of this report is to provide the County Council and the public with general information concerning the size and composition of the County government workforce; employee turnover rates and reasons for turnover; and information concerning the comparability of County salary ranges with those of public and private sector organizations in the Washington/Baltimore metropolitan area.

Additional information concerning the County government workforce and employee compensation is presented in the County Executive's Recommended FY2014 Operating Budget and Public Services Program.

Any questions concerning information contained in this report may be directed to Kaye Beckley, Division Manager, Business Performance and Operations, Office of Human Resources at (240) 777-5041.

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## MERIT SYSTEM EMPLOYMENT PROFILE

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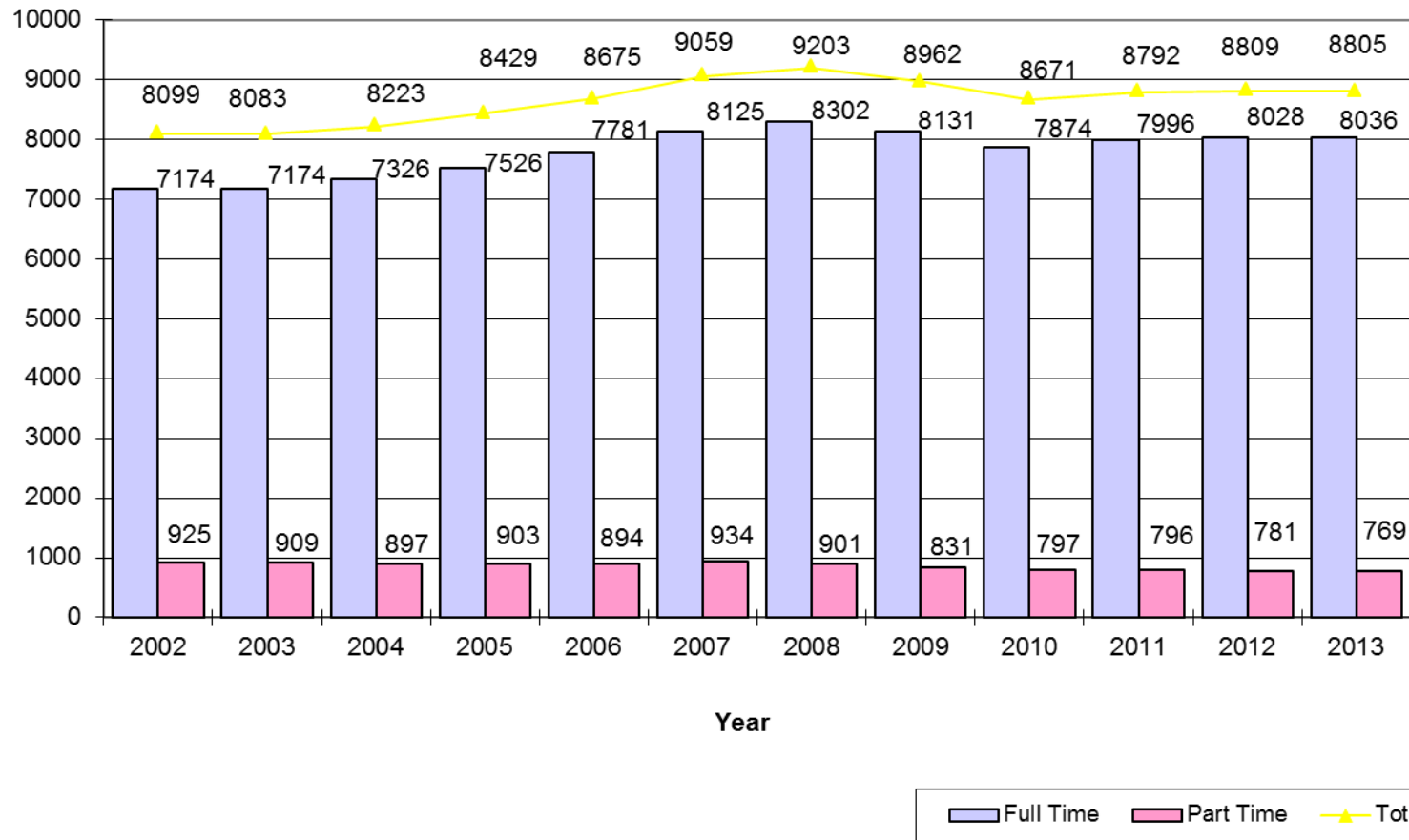
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**Note: Data presented in this section on pages 1-1 through 1-12 are based on merit system permanent employees and Elected and appointed officials only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Unless otherwise noted, the data reflect the employee population as of the final payroll of each calendar year.**

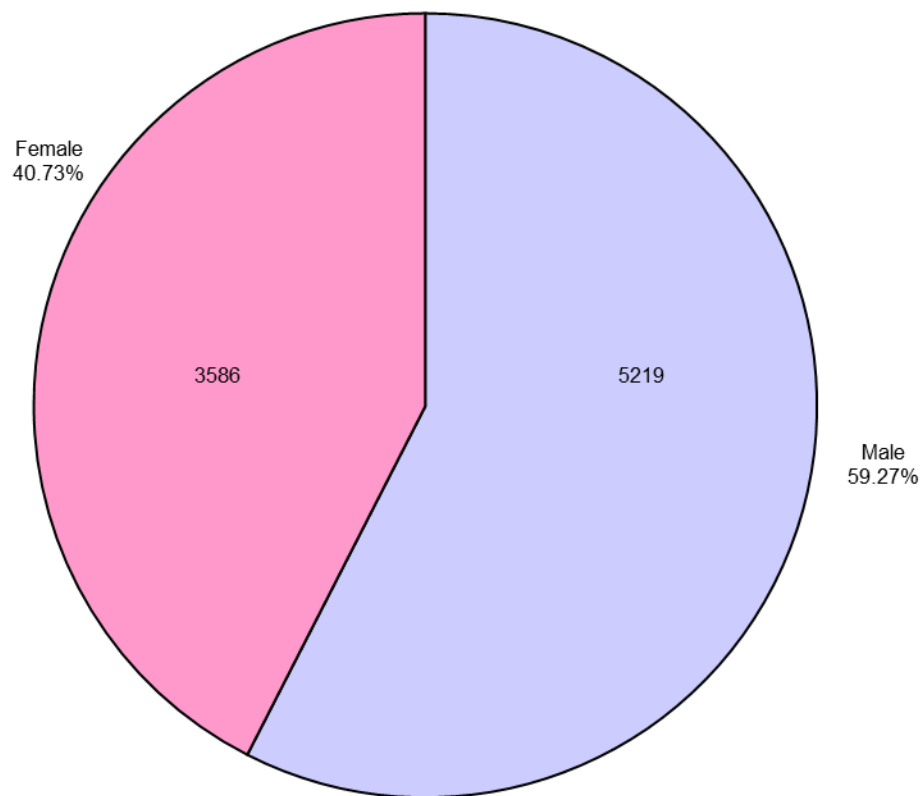
The reader is cautioned that the data in this profile are based on calendar year figures and reflect actual employee counts as of the end of calendar years 2002 through 2014. The recommended operating budget is fiscal-year based. Therefore, these data may not directly correlate to the FY14 recommended personnel complement.

## Merit System Permanent Employees 2002-2013

Number of Employees

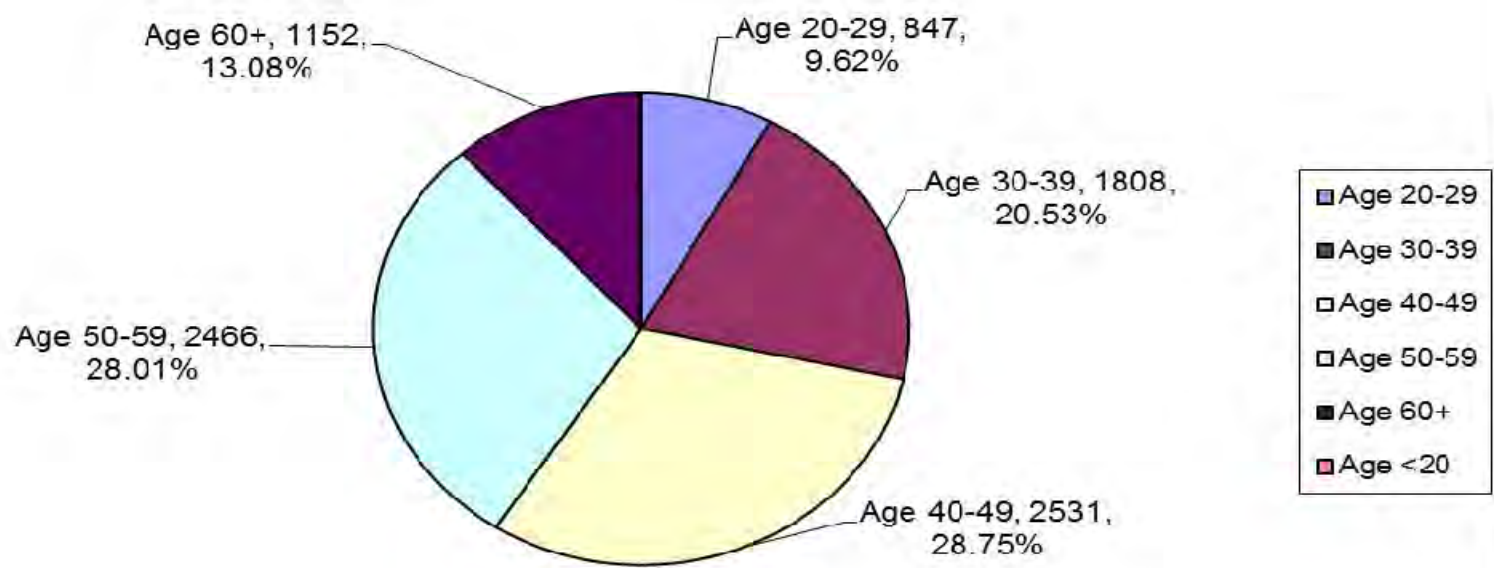


**Permanent Employees by Gender 2013**



Total employees: 8805

### Permanent Employees by Age 2013

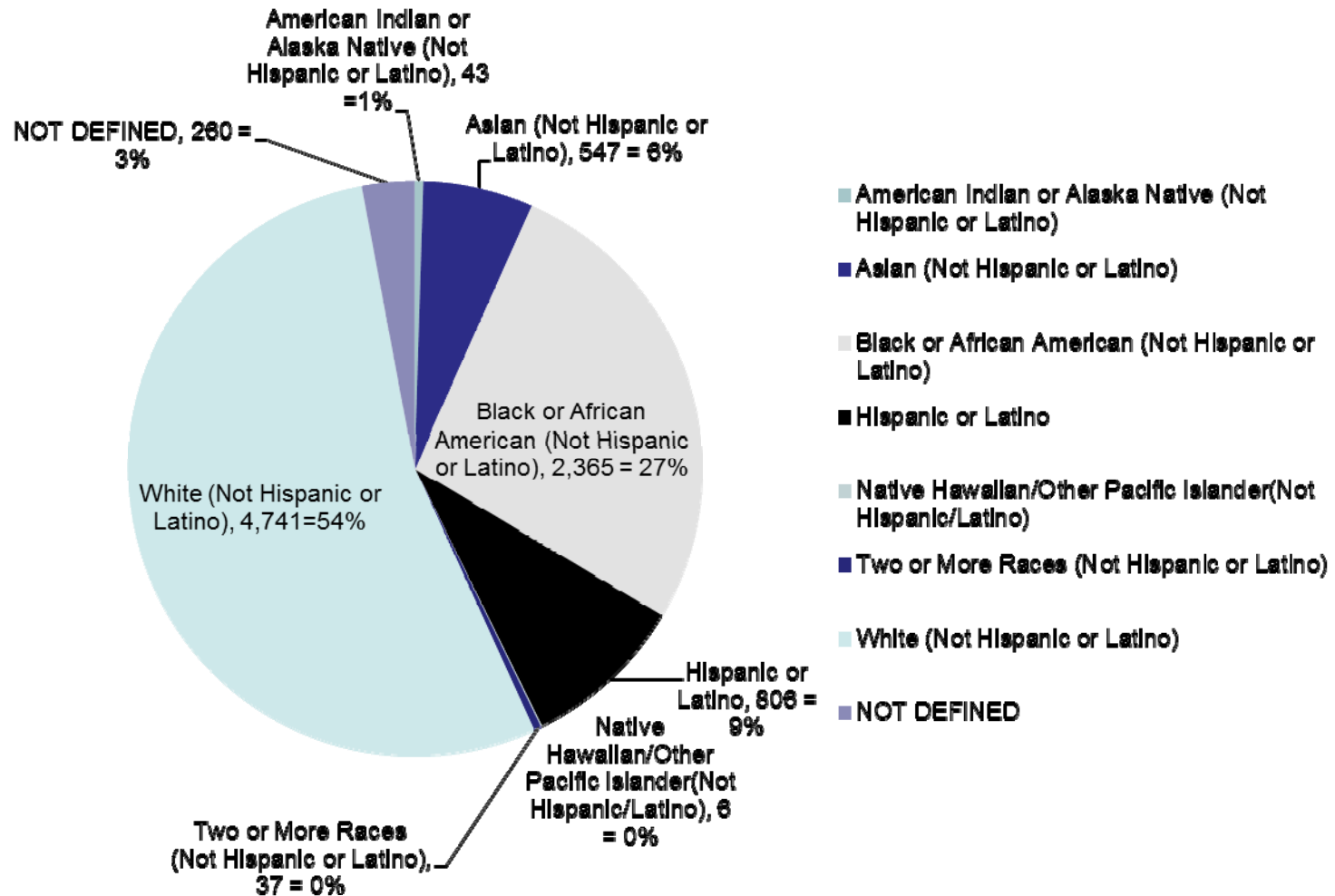


Total employees 8805

Note: There is 1 person under the age of 19 - not reflected on the chart since it amounts to 0%

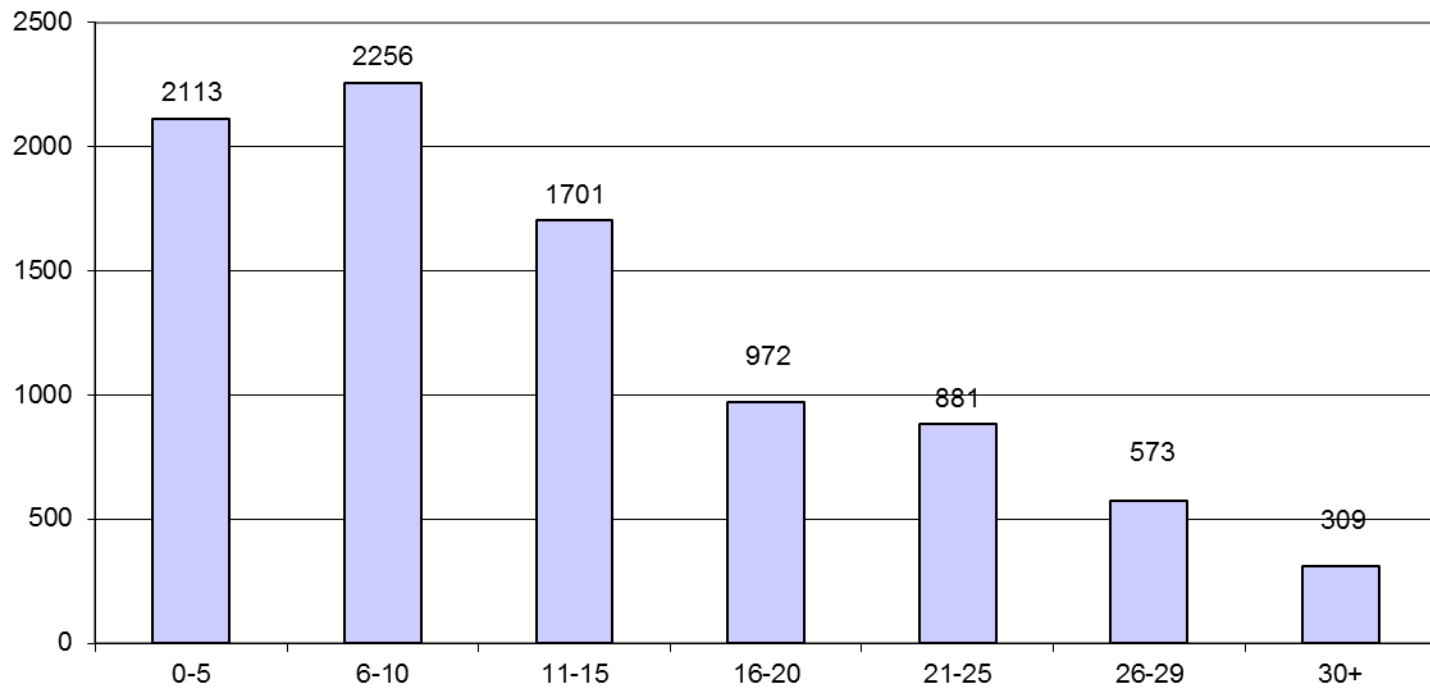


## Permanent Employees by Race/Ethnicity 2013



### Length of Service Permanent Employees - 2013

Number of Employees



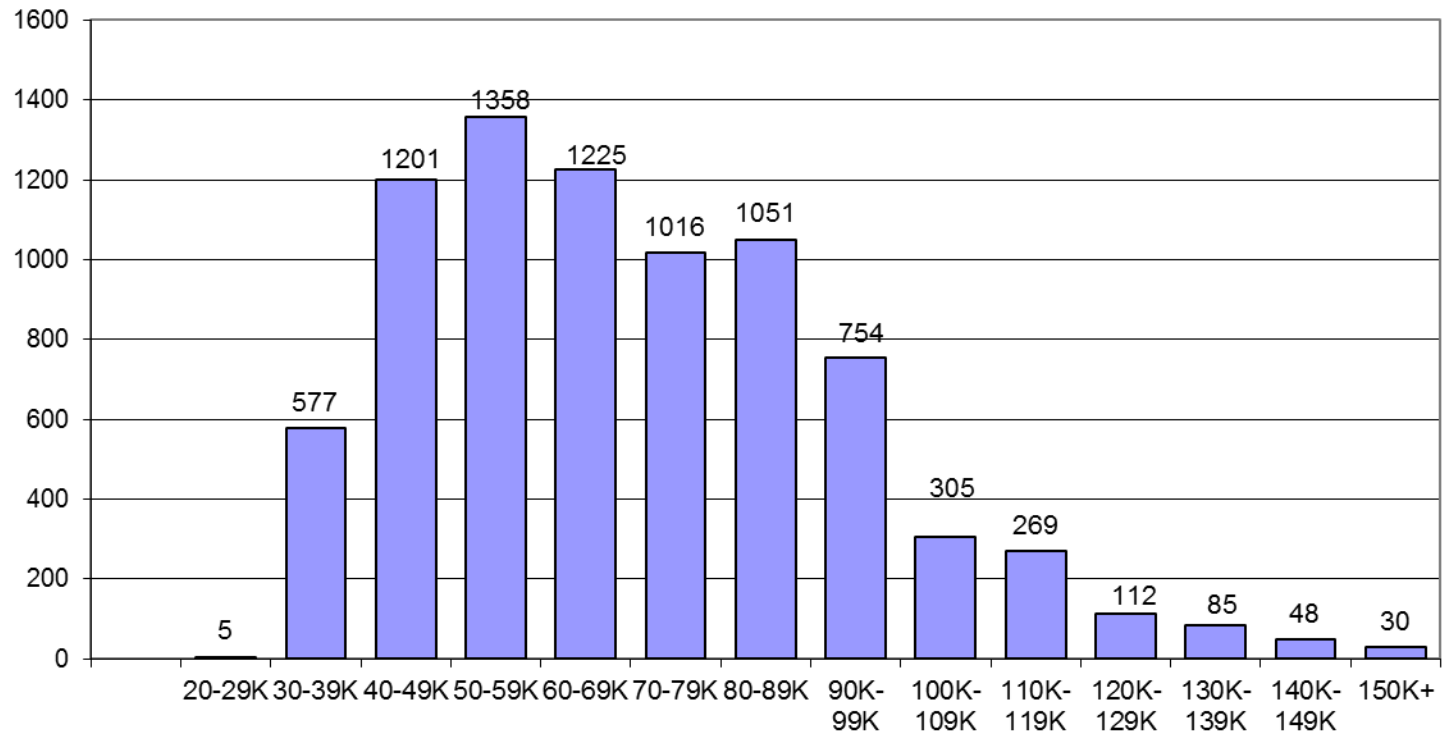
Years of Service

Total employees 8805

Average Annual Salary - 2013 Full-Time Employees					
Grade	Number of Employees	Average Annual Salary*	Grade	Number of Employees	Average Annual Salary*
A1	142	\$97,218	5	6	\$35,131
A2	32	\$117,760	7	4	\$32,910
A3	20	\$138,715	8	18	\$38,642
B1	117	\$87,767	9	46	\$36,273
B2	141	\$108,936	10	53	\$36,202
B3	27	\$123,384	11	31	\$36,971
B4	13	\$139,142	12	36	\$44,321
B6	2	\$154,752	13	242	\$48,044
C1	20	\$95,200	14	169	\$44,304
C2	4	\$107,783	15	823	\$46,244
C3	35	\$42,191	16	413	\$55,163
C4	50	\$52,272	17	177	\$55,266
C5	152	\$61,971	18	413	\$61,415
C6	45	\$80,946	19	136	\$63,442
D1	29	\$89,371	20	285	\$64,430
D2	12	\$100,330	21	354	\$70,137
D3	4	\$118,820	22	123	\$72,594
D4	1	\$138,288	23	362	\$75,604
F1	116	\$44,929	24	480	\$82,721
F2	170	\$51,316	25	382	\$90,153
F3	366	\$62,284	26	94	\$94,273
F4	217	\$80,692	27	47	\$100,918
G1	7	\$45,061	28	130	\$106,710
G2	9	\$45,938	29	2	\$110,235
G3	1	\$55,330	31	1	\$131,654
G4	77	\$67,970	32	36	\$120,200
M1	25	\$156,752	39	2	\$130,246
M2	105	\$132,302	40	1	\$140,804
M3	229	\$111,268			
MD3	2	\$182,613			
MD4	2	\$180,329			
P1	66	\$48,121			
P2	84	\$49,878			
P3	55	\$54,146			
P4	727	\$75,405			
P5	66	\$87,133			
Overall Weighted Ave.: \$70,643					
*Does not include overtime, shift or holiday pay					
Note: A=Police Mgmt., B=Fire Mgmt., C=Corr. And Rehab. Mgmt., D=Deputy Sheriff Mgmt., F=Firefighter/Rescuer					
G=Deputy Sheriff, H=Physician, J=Psychiatrist, M=Mgmt. Ldr. Svc., P=Police					

**Employee Distribution by Annual Base Salary**  
**Full-Time Employees as of December 2013**

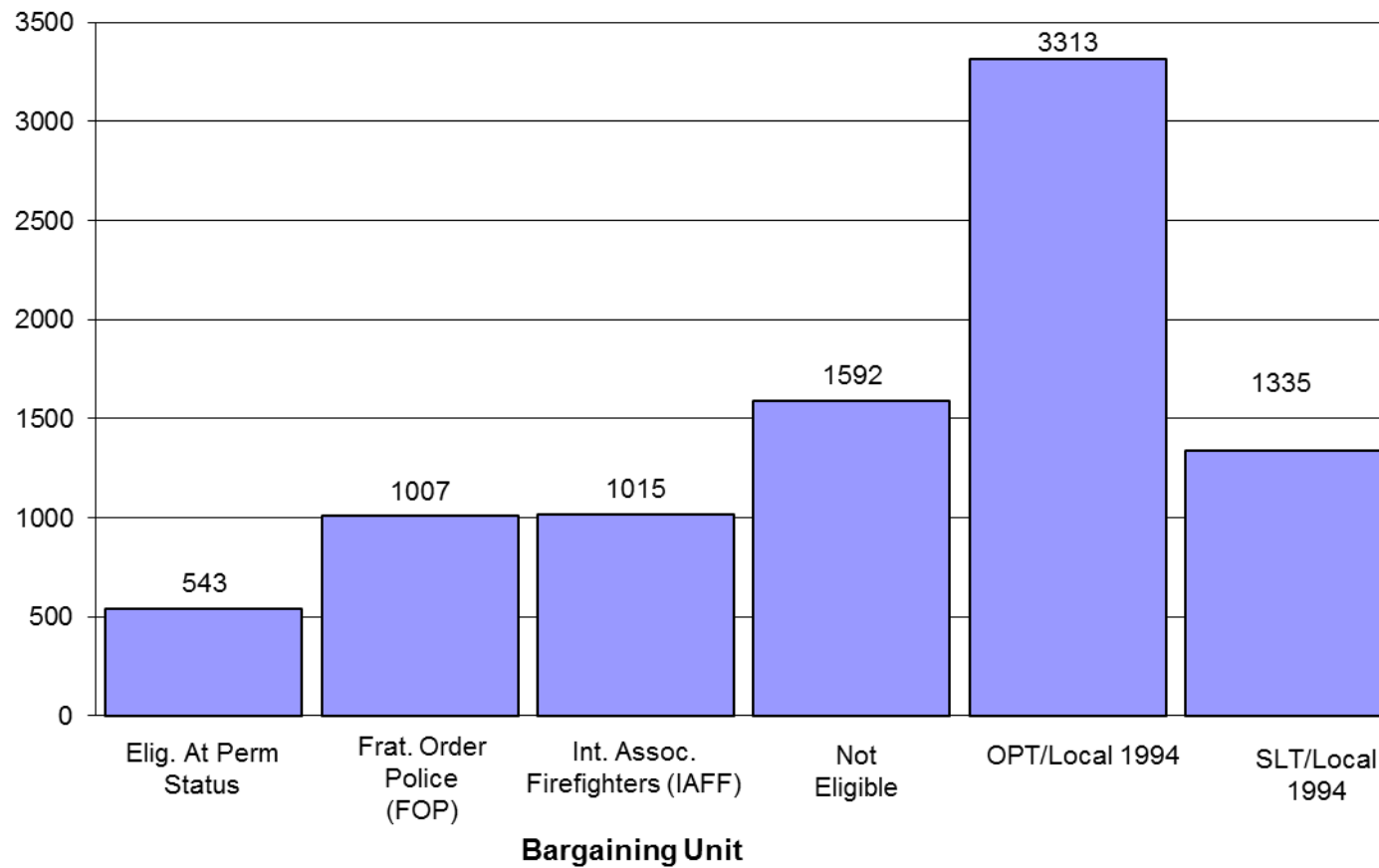
Number of Employees



Salary Ranges (in thousands)

**Number of All Employees**

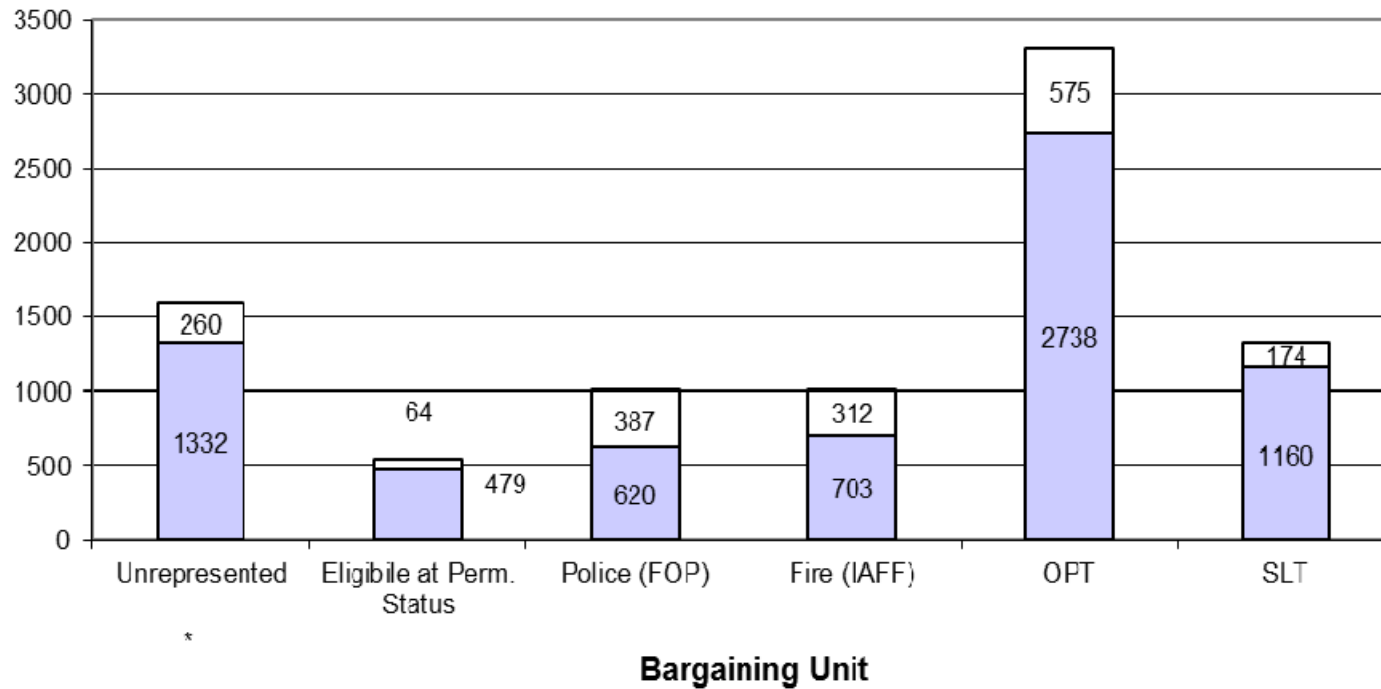
**Employee Representation by Bargaining Unit  
Permanent Employees - 2013**



Total permanent employees: 8805

## Eligibility for Service Increment Permanent Employees - 2013

Number of  
Employees

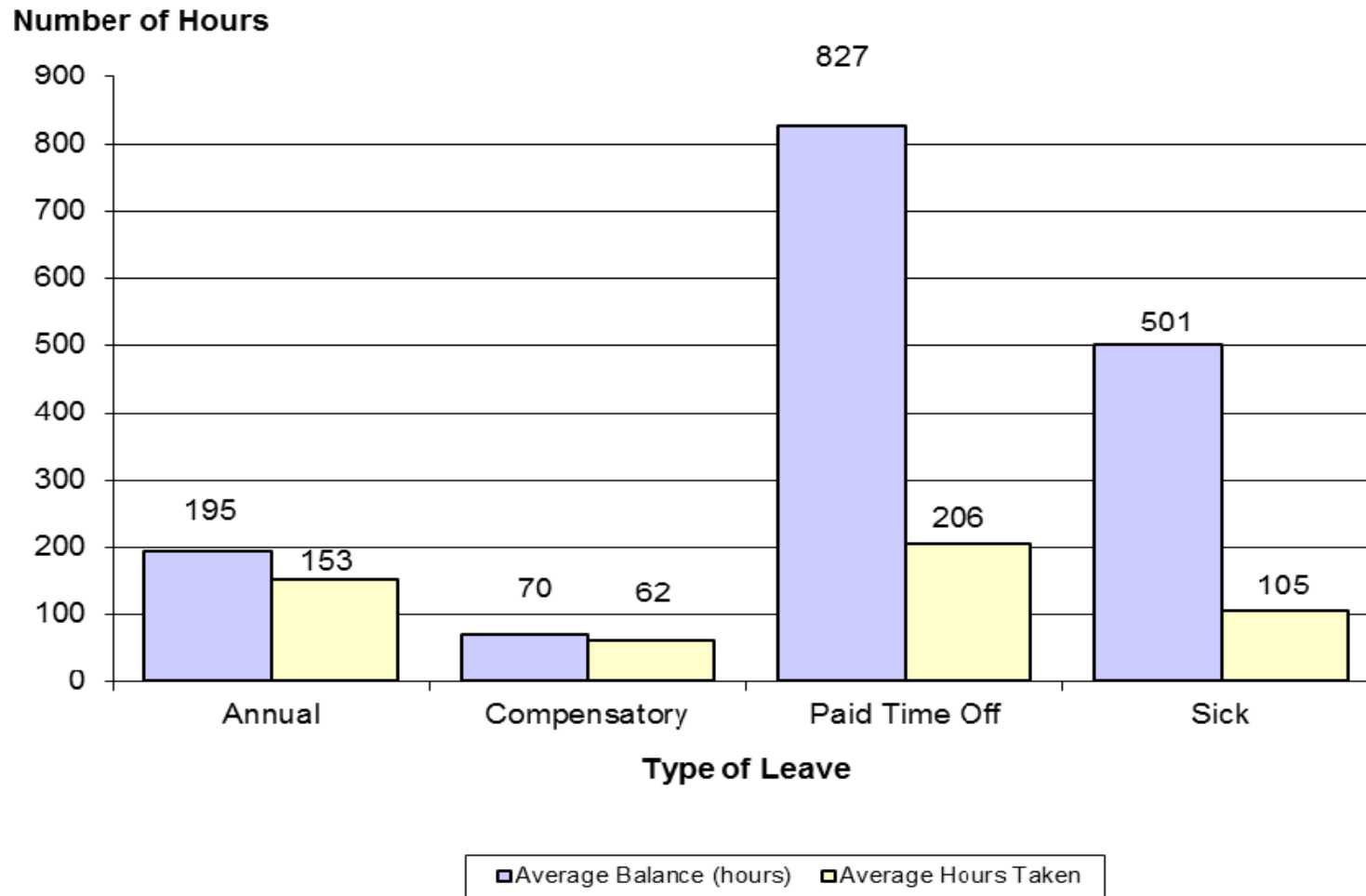


NOTE: \*Includes employees in the Management Leadership Service who are not eligible to receive service increments. May receive performance based pay in 2013.  
Count shows 8004 employees; missing 1 data record.

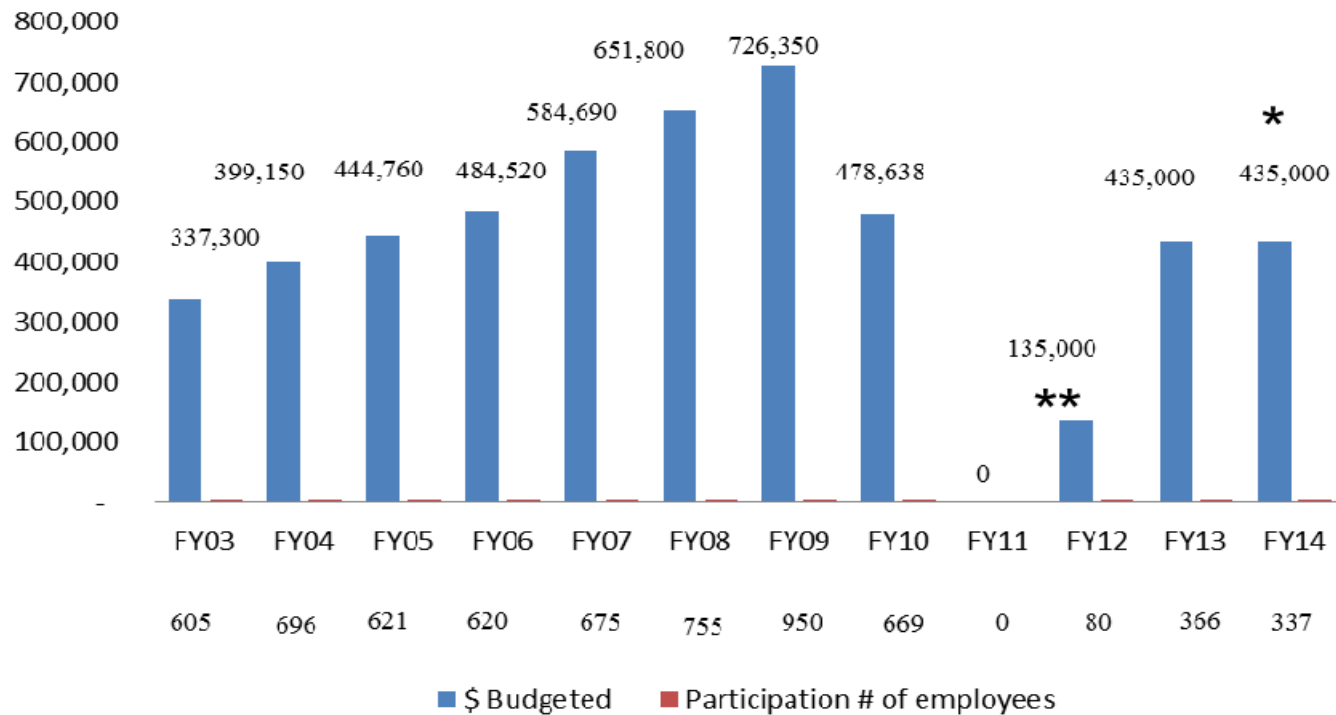
□ Not at Maximum

■ At Maximum

### Average Leave Taken/Average Leave Balances Hours for Permanent Employees - 2013



## Tuition Assistance Program Expenditures and Participation FY03-FY14

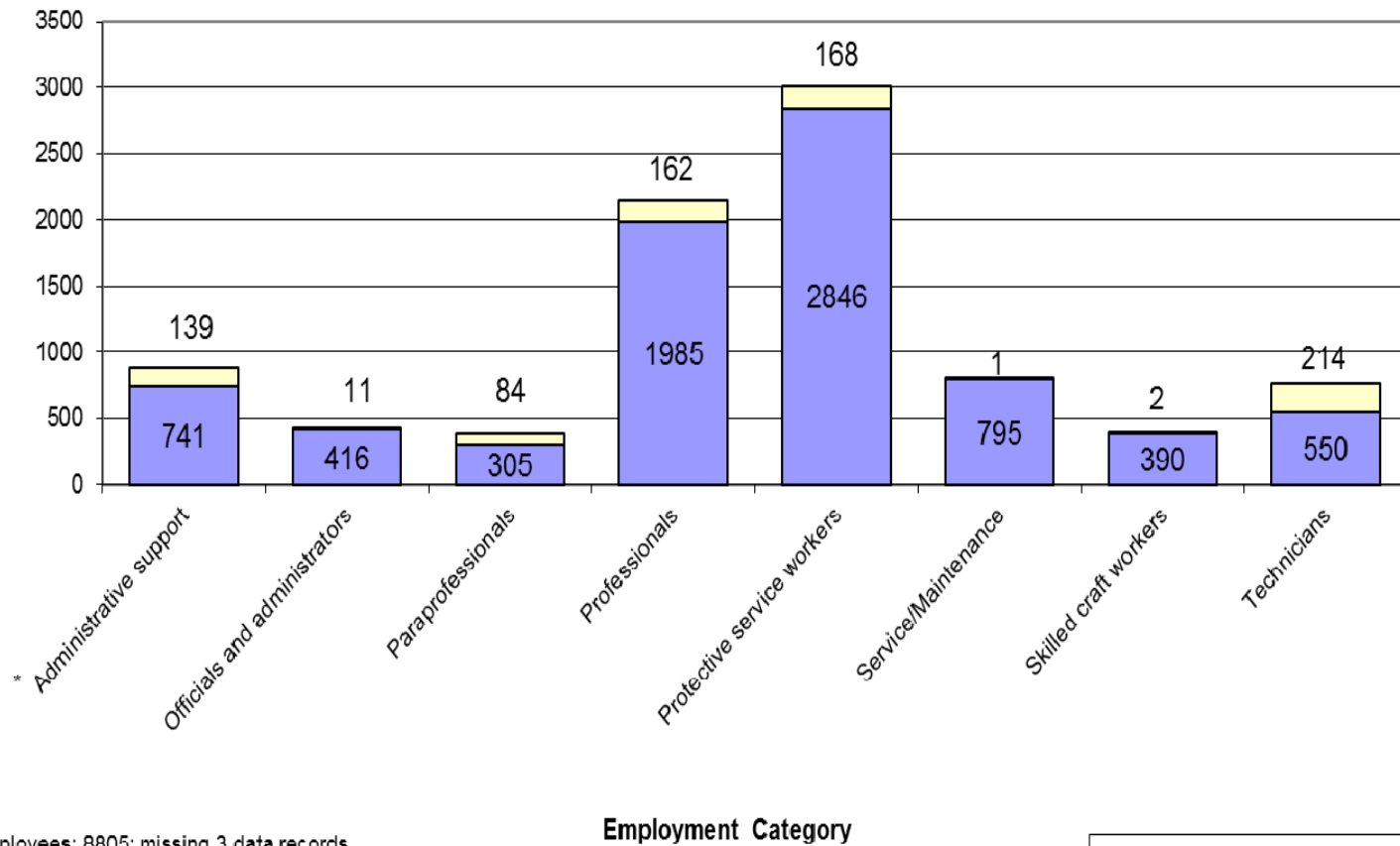


NOTE: For FY11, the Tuition Assistance Program was not funded. For FY12, the Tuition Assistance Program was only open to FOP employees. \*\* \$135,000 represents funds appropriated for FY12.  
 \* For FY14, the data listed is as of 03/14/2014. The number of participants will change by the end of the fiscal year.

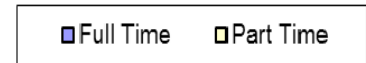


## EEOC Employment Category Permanent Employees - 2013

Number of Employees

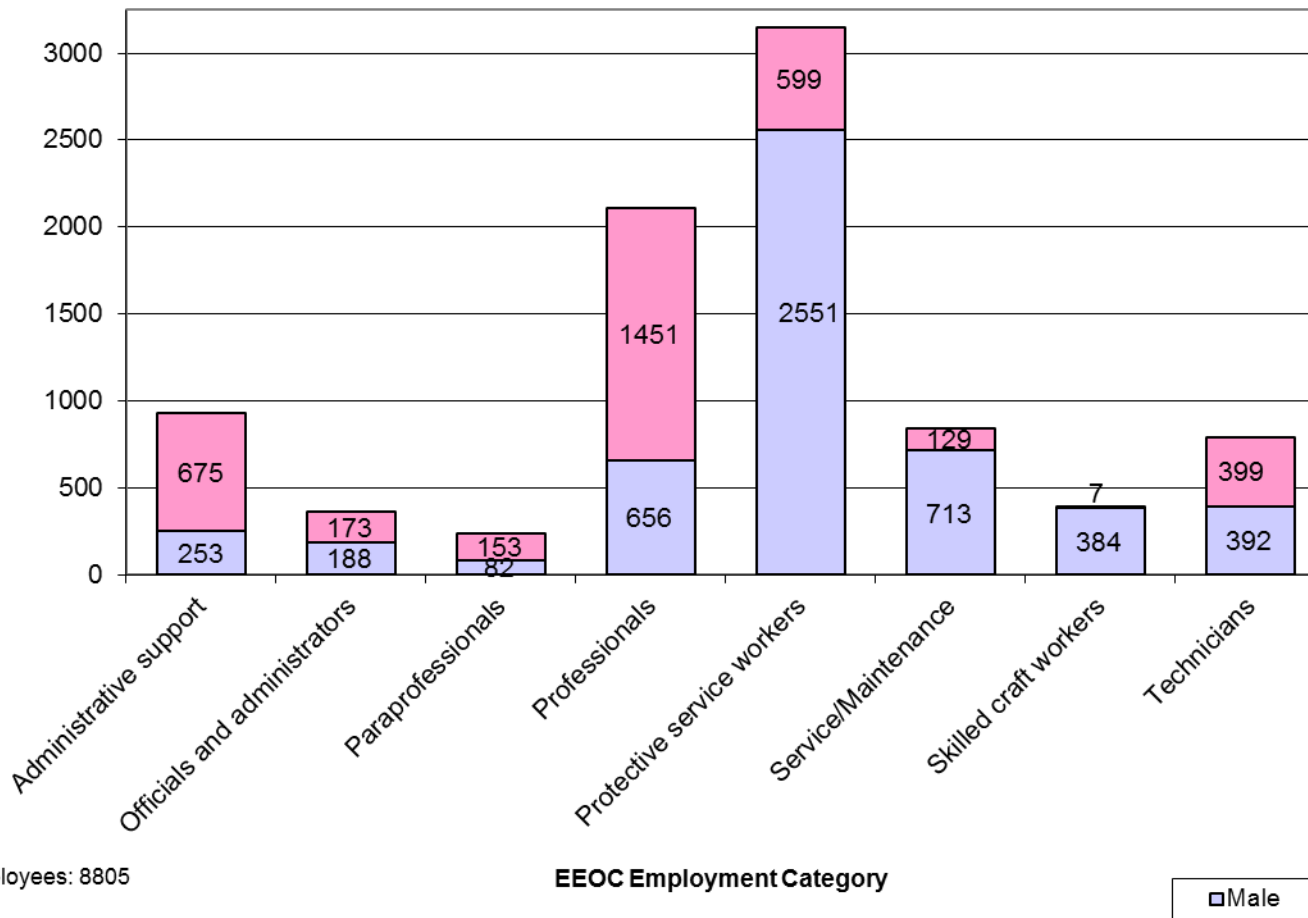


Total employees: 8805; missing 3 data records.  
 \*Administrative Support includes clerical and sales

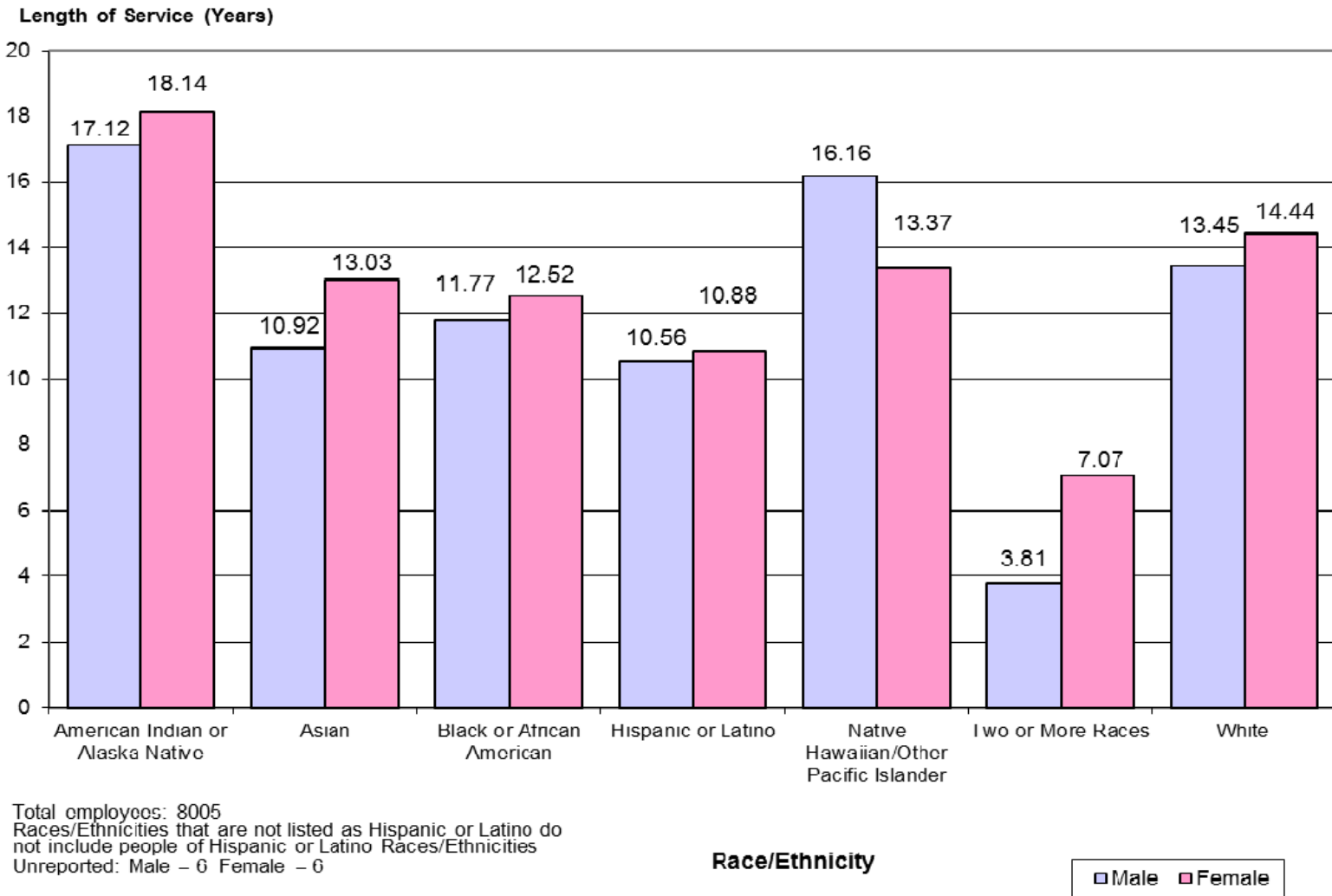


## Distribution by EEOC Employment Category & Gender Permanent Employees - 2013

Number of Employees

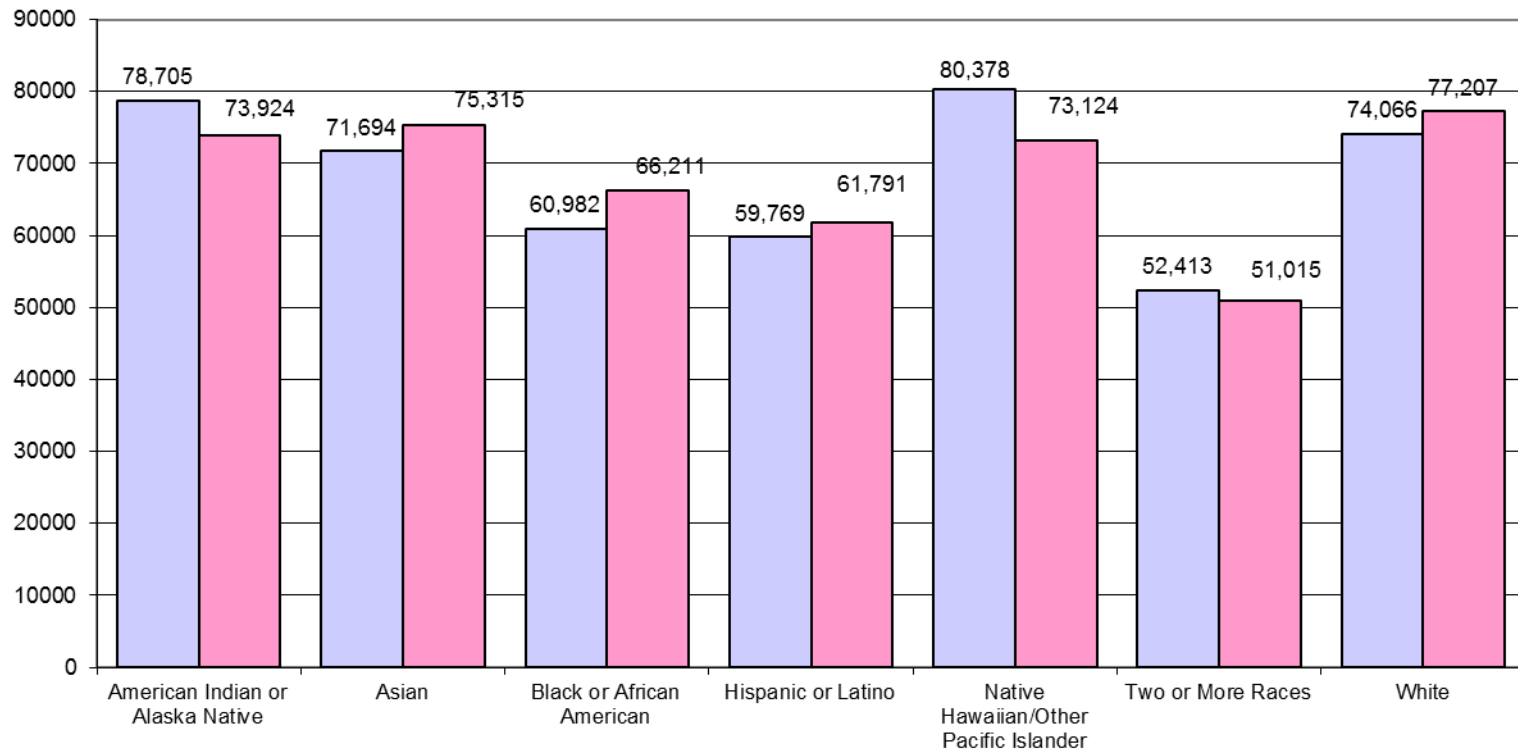


**Average length of Service by Gender and Race/Ethnicity - 2013**



# **Average Salary by Gender and Race/Ethnicity Full-time Permanent Employee - 2013**

**Average Salary \$**



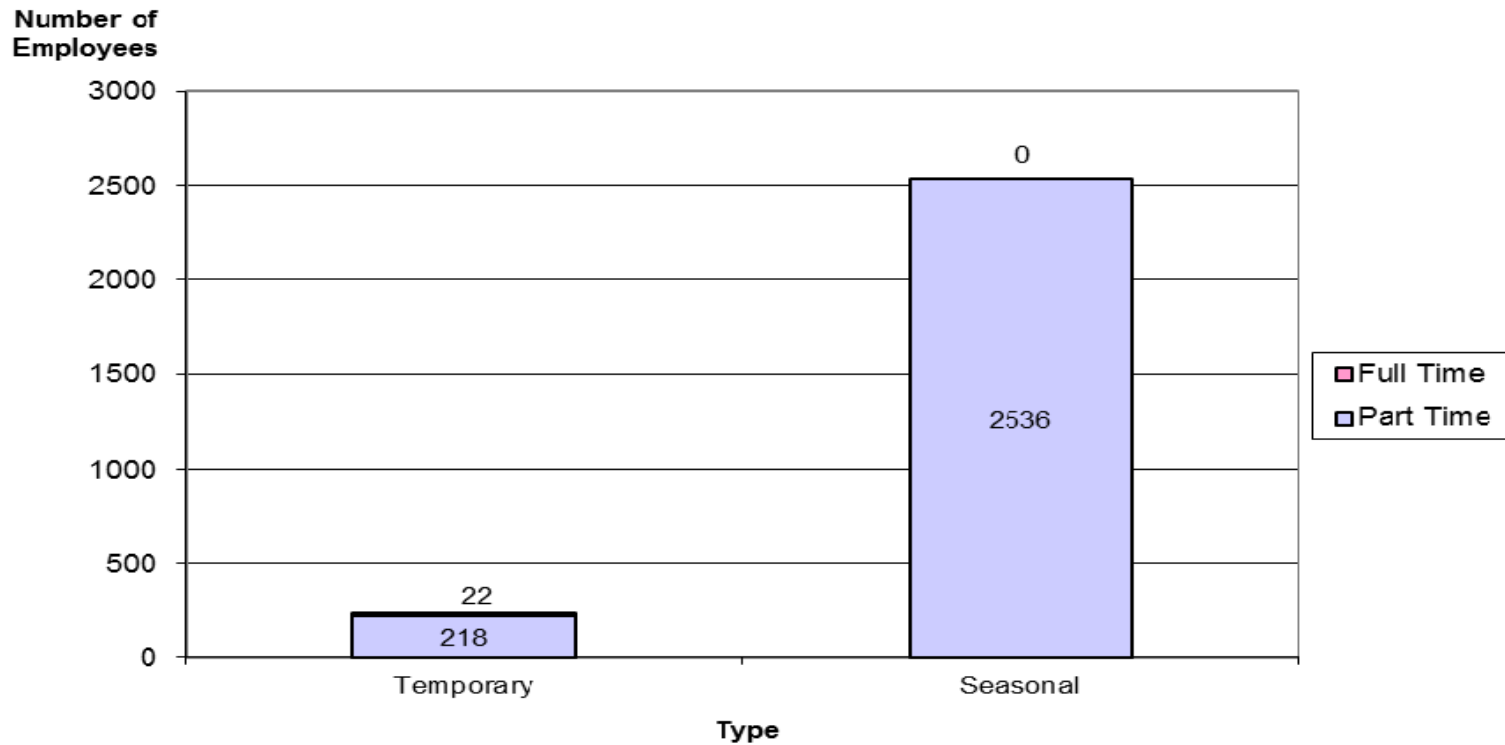
Total employees: 8805  
 Unreported: Males = \$56,597 - Females = \$63,754

**Race/Ethnicity**

Male Female

Distribution by Employment Category and Race/Ethnicity Permanent Employees - 2013								
Race/Ethnicity	Employment Category	# Empl.	Percent	Race/Ethnicity	Employment Category	# Empl.	Percent	
American Indian	Administrative support	1	0.00	Asian	Administrative support	130	1.50	
	Officials & Administrators	1	0.00		Officials & Administrators	23	0.30	
	Paraprofessionals	2	0.00		Paraprofessionals	21	0.20	
	Professional	10	0.10		Professional	176	2.00	
	Protective Services	20	0.20		Protective Services	81	0.90	
	Service/Maintenance	5	0.10		Service/Maintenance	20	0.20	
	Skilled Craft	1	0.00		Skilled Craft	24	0.30	
	Technicians	3	0.00		Technicians	72	0.80	
	<b>Total</b>	43	0.50		<b>Total</b>	547	6.20	
African American	Administrative support	289	3.30	Hispanic	Administrative support	100	1.10	
	Officials & Administrators	60	0.70		Officials & Administrators	14	0.20	
	Paraprofessionals	64	0.70		Paraprofessionals	67	0.80	
	Professional	519	5.90		Professional	204	2.30	
	Protective Services	604	6.90		Protective Services	194	2.20	
	Service/Maintenance	527	6.00		Service/Maintenance	121	1.40	
	Skilled Craft	128	1.50		Skilled Craft	34	0.40	
	Technicians	174	2.00		Technicians	72	0.80	
	<b>Total</b>	2365	26.90		<b>Total</b>	806	9.20	
Two or More Races	Administrative support	6	0.10	White	Administrative support	374	4.20	
	Professional	6	0.10		Officials & Administrators	256	2.90	
	Protective Services	16	0.20		Paraprofessionals	75	0.90	
	Service/Maintenance	2	0.00		Professional	1123	12.80	
	Skilled Craft	1	0.00		Protective Services	2176	24.70	
	Technicians	6	0.10		Service/Maintenance	116	1.30	
	<b>Total</b>	37	0.40		Skilled Craft	184	2.10	
					Technicians	437	5.00	
					<b>Total</b>	4741	53.80	
Native Hawaiian /Other Pacific Islander	Professional	1	0.00	<b>Tot. Race/Ethnicity Not Avail</b>		<b>260</b>	<b>3</b>	
	Skilled Craft	3	0.00					
	Service/Maintenance	1	0.00	<b>Tot. Employees</b>		<b>8805</b>	<b>100%</b>	
	Technicians	1	0.00					
	<b>Total</b>	6	0.10					
NOTE: Percentages are rounded								
Administrative support includes clerical and sales								

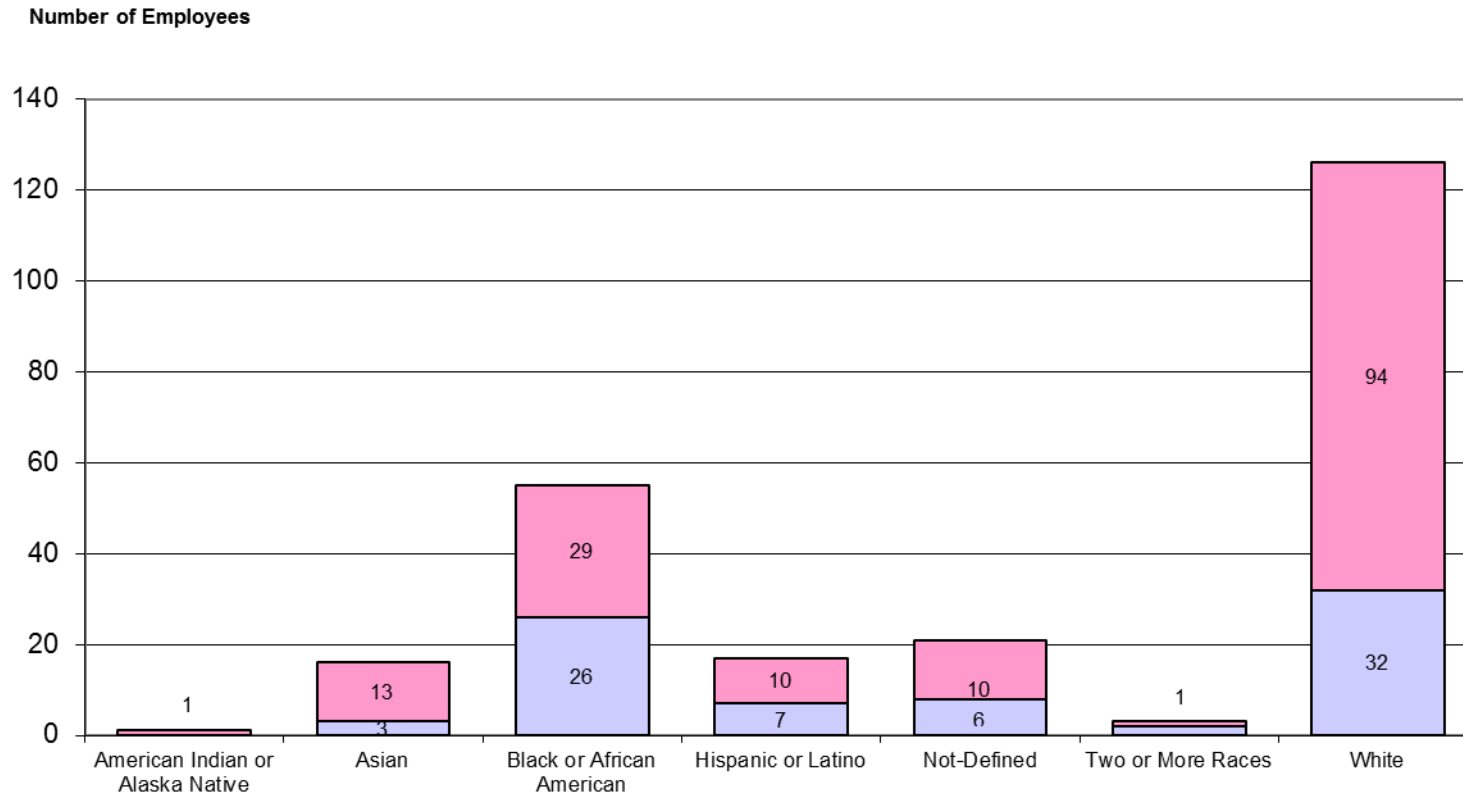
## Temporary and Seasonal Employees Full and Part Time - 2013



Total Temporary Employees = 240  
 Average Annual Earnings = \$10,336.68  
 Average Hours Worked = 480.25

Total Seasonal Employees = 2536  
 Average Annual Earnings = \$4,766.27  
 Average Hours Worked = 384.20

### Temporary Employees by Gender - 2013

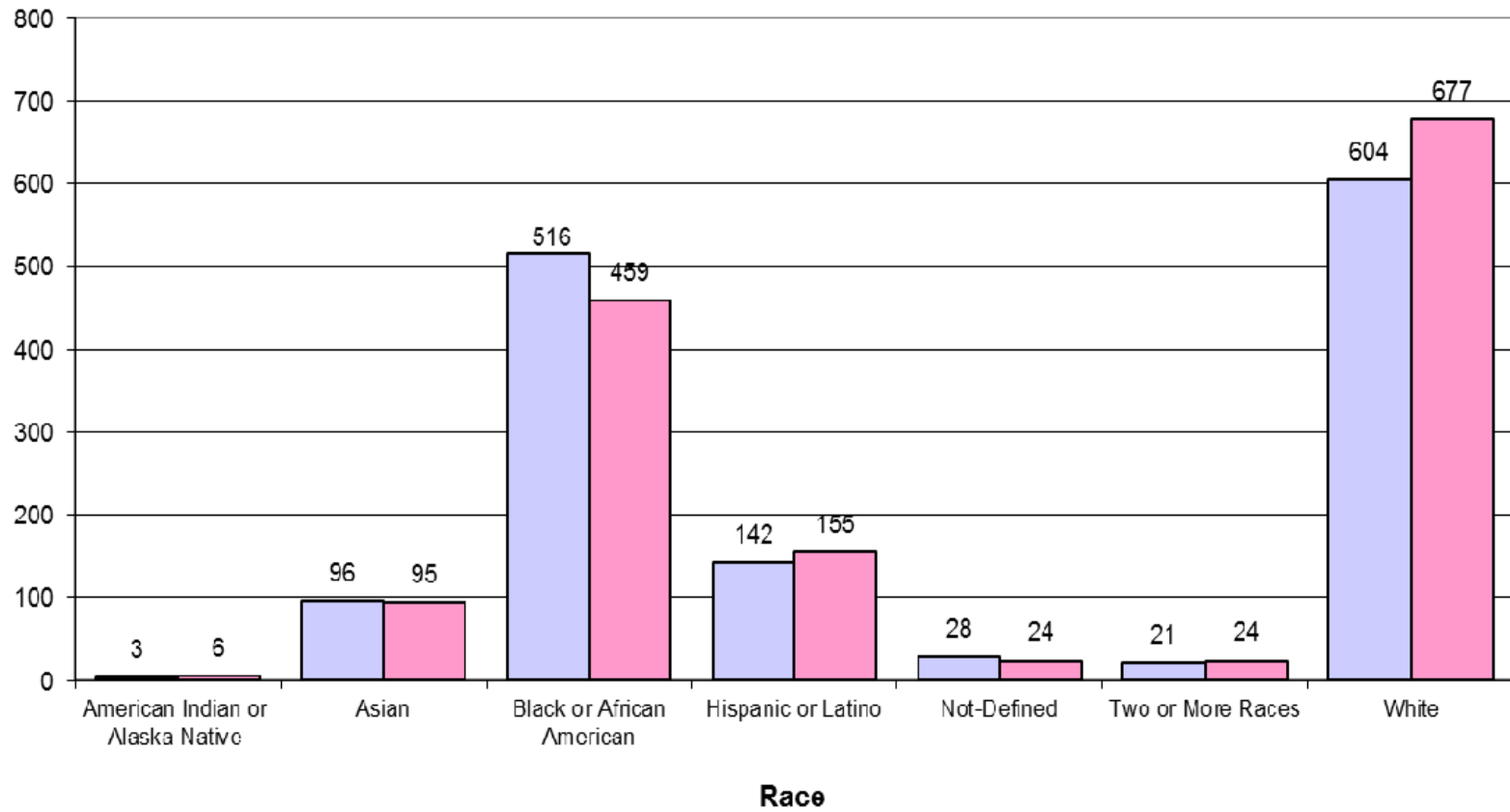


Total Temporary Employees = 239  
 American Indian or Alaska Native = 0 Males, 1 Female  
 Native Hawaiian/Other Pacific Islander = 0 Males, 0 Females  
 Two or More Races = 2 Males, 1 Female  
 Unreported = 8 Males, 13 Females

Female Male

### Seasonal Employees by Gender and Race - 2013

Number of Employees



Total Seasonal Employees = 2536; missing 1 data record.  
Unreported = 31 Males, 27 Females

Male Female



# TURNOVER ANALYSIS

NUMBER OF SEPARATIONS BY REASON FOR SEPARATION CALENDAR YEARS 2003 - 2013													
Separation Reason	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	% of 2013	
<b>Voluntary</b>	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	total	
No return LOA/LWOP	12	7	10	2	8	4	3	6	7	2	2	0.35%	
AWOL	3	4	3	11	8	8	4	5	4	5	7	1.23%	
New job	0	0	0	0	0	0	0	0	15	23	29	5.11%	
Non-specified personal reasons	108	159	194	174	199	180	122	157	81	50	83	14.61%	
Relocation out of area	16	24	28	27	36	18	11	18	14	18	21	3.70%	
Family responsibilities	8	7	5	12	10	23	4	3	15	11	11	1.94%	
Better compensation	23	17	22	25	18	0	0	0	17	8	3	0.53%	
More flexible work schedule	1	0	1	6	1	2	0	0	0	0	0	0.00%	
Better working conditions	1	2	1	3	1	2	1	0	0	3	3	0.53%	
More opportunity for advancement	21	14	6	24	16	14	7	3	1	14	11	1.94%	
Easier commute	5	8	4	9	6	3	1	4	4	0	0	0.00%	
Return to School	1	6	5	3	4	4	3	3	4	5	4	0.70%	
Quit - no notice	4	2	1	3	2	8	1	1	3	3	1	0.18%	
Normal retirement	145	122	104	123	123	172	90	162	187	178	197	34.68%	
Early retirement	34	30	40	32	32	54	28	17	37	30	18	3.17%	
<b>Sub Total</b>	<b>382</b>	<b>402</b>	<b>424</b>	<b>454</b>	<b>464</b>	<b>492</b>	<b>275</b>	<b>379</b>	<b>389</b>	<b>350</b>	<b>390</b>	68.66%	
<b>Involuntary</b>													
Disciplinary	0	0	0	0	0	0	0	0	0	7	0	0.00%	
Unsatisfactory performance	2	4	2	3	2	0	1	2	7	0	3	0.53%	
Misconduct	2	5	7	5	4	7	5	4	11	7	10	1.76%	
Non-disciplinary	2	3	4	0	0	1	4	9	5	5	3	0.53%	
Excess absences	3	0	1	1	0	1	0	1	0	0	1	0.18%	
Failed Probation	19	23	16	22	37	28	13	21	4	17	26	4.58%	
<b>Sub Total</b>	<b>28</b>	<b>35</b>	<b>30</b>	<b>31</b>	<b>43</b>	<b>37</b>	<b>23</b>	<b>37</b>	<b>27</b>	<b>36</b>	<b>43</b>	7.57%	
<b>Management/fiscal</b>													
Discontinued service retirement	28	12	5	7	2	0	14	46	15	3	0	0.00%	
Reduction-in-force	2	3	0	0	0	3	12	15	13	1	1	0.18%	
Lack of funding	2	0	2	3	3	0	0	0	0	0	0	0.00%	
<b>Sub Total</b>	<b>32</b>	<b>15</b>	<b>7</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>26</b>	<b>61</b>	<b>28</b>	<b>4</b>	<b>1</b>	0.18%	
<b>Medical/other</b>													
Unknown/other	6	9	7	10	14	0	14	0	76	148	75	13.20%	
Service-connected disability ret.	22	23	30	28	26	32	26	32	33	32	26	4.58%	
Non-service connected disability ret.	11	12	10	21	16	9	10	8	9	9	13	2.29%	
Other medical	7	3	3	13	2	5	14	20	11	3	13	2.29%	
Death	10	7	4	8	14	7	9	11	8	12	7	1.23%	
<b>Sub Total</b>	<b>56</b>	<b>54</b>	<b>54</b>	<b>80</b>	<b>72</b>	<b>53</b>	<b>73</b>	<b>71</b>	<b>137</b>	<b>204</b>	<b>134</b>	23.59%	
<b>TOTAL SEPARATIONS</b>	<b>498</b>	<b>506</b>	<b>515</b>	<b>575</b>	<b>584</b>	<b>585</b>	<b>397</b>	<b>548</b>	<b>581</b>	<b>594</b>	<b>568</b>		
<b>Total Employees</b>	<b>8083</b>	<b>8223</b>	<b>8429</b>	<b>8675</b>	<b>9059</b>	<b>9203</b>	<b>9072</b>	<b>8671</b>	<b>8792</b>	<b>8809</b>	<b>8805</b>		
<b>TURNOVER RATE</b>	<b>6.16%</b>	<b>6.15%</b>	<b>6.11%</b>	<b>6.63%</b>	<b>6.45%</b>	<b>6.36%</b>	<b>4.38%</b>	<b>6.32%</b>	<b>6.61%</b>	<b>6.74%</b>	<b>6.45%</b>		

**Turnover - Separations by Employment Category  
Permanent Employees - 2013**

<u>Employment Category</u>	<u># of Separations</u>	<u>Percent of Total</u>
Officials & Administrators	19	3.35%
Professionals	123	21.65%
Technicians	41	7.22%
Protective Services	220	38.73%
Paraprofessionals	8	1.41%
Office/Clerical	50	8.80%
Skilled Craft	35	6.16%
Service Maintenance	72	12.68%
Category Unreported	0	0.00%
	568	100.00%

## Turnover - Separations by Race/Ethnicity Permanent Employees - 2013

<u>EEO Category</u>	<u># of Separations</u>	<u>Percent of Total</u>
White	313	55.11%
African American	173	30.46%
Hispanic	37	6.51%
Asian	23	4.05%
Native American	1	0.18%
Race/Ethnicity Unreported	21	3.70%
	568	100.00%

# WAGE & SALARY COMPARABILITY

<b>PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE <u>NOT AT MAXIMUM SALARY</u> <sup>(1)</sup></b> <b>vs.</b> <b>CONSUMER PRICE INDEX (CPI)</b>						
Year	MCG GWA <sup>(2)</sup>	MCG Service Increment <sup>(3)</sup>	Total MCG Pay Increase	CPI Change <sup>(4)</sup>	Difference MCG vs. CPI Change	Date of CPI Changes
FY11-FY14 Compounded Change:			<u>6.86%</u>	<u>8.98%</u>	<u>-2.115%</u>	
2013 (FY14)	3.25%	3.50%	--	1.70%		11-12 - 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10 - 11-11
2010 (FY11)	0.00%	0.00%	--	1.60%	--	11-09 - 11-10
FY07-FY10 Compounded Change:			<u>29.70%</u>	<u>12.20%</u>	<u>17.50%</u>	
2009 (FY10)	0.00%	3.50%	--	1.60%	--	11-08 - 11-09
2008 (FY09)	4.50%	3.50%	--	2.50%	--	11-07 - 11-08
2007 (FY08)	4.00%	3.50%	--	4.50%	--	11-06 - 11-07
2006 (FY07) <sup>(5)</sup>	4.00%	3.50%	--	3.10%	--	11-05 - 11-06
FY03-FY06 Compounded Change:			<u>28.09%</u>	<u>13.09%</u>	<u>14.99%</u>	
2005 (FY06)	2.75%	3.50%	--	3.70%	--	11-04 - 11-05
2004 (FY05)	2.00%	3.50%	--	3.60%	--	11-03 - 11-04
2003 (FY04) <sup>(6)</sup>	2.90%	3.50%	--	2.40%	--	11-02 - 11-03
2002 (FY03)	3.50%	3.50%	--	2.80%	--	11-01 - 11-02
FY99-FY02 Compounded Change:			<u>27.71%</u>	<u>10.27%</u>	<u>17.45%</u>	
FY95-FY98 Compounded Change:			<u>28.78%</u>	<u>7.26%</u>	<u>21.52%</u>	
<b>(1) Excludes Police (944) and Fire (938) bargaining unit employees.</b> <b>(2) 3.25% GWA effective September 8, 2013 (FY14).</b> <b>(3) Employees not at the maximum of their assigned grade are eligible for a 3.5% service increment.</b> <b>Approximately 84.76% (5,868 of 6,923) of permanent employees were not at maximum of grade as of 12/31/13.</b> <b>(4) CPI(u) change for all Urban Consumers, Washington/Baltimore area.</b> <b>(5) 3% GWA effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).</b> <b>(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.</b>						

PAY INCREASES- MONTGOMERY COUNTY GOVERNMENT EMPLOYEES AT MAXIMUM SALARY <sup>(1)</sup>						
vs.						
CONSUMER PRICE INDEX (CPI)						
	MCG	MCG Service	Total MCG	CPI	Difference	
Year	GWA <sup>(2)</sup>	Increment <sup>(3)</sup>	Pay Increase	Change <sup>(4)</sup>	MCG vs. CPI Change	Date of CPI Changes
FY11-FY14 Compounded Change:			3.25%	8.98%	-5.728%	
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12- 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11- 11-12
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10- 11-11
2010 (FY11)	0.00%	0.00%	--	1.60%	--	11-09- 11-10
FY07-FY10 Compounded Change:			13.03%	12.20%	0.83%	
2009 (FY10)	0.00%	0.00%	--	1.60%	--	11-08 - 11-09
2008 (FY09)	4.50%	0.00%	--	2.50%	--	11-07 - 11-08
2007 (FY08)	4.00%	0.00%	--	4.50%	--	11-06 - 11-07
2006 (FY07) <sup>(5)</sup>	4.00%	0.00%	--	3.10%	--	11-05 - 11-06
FY03-FY06 Compounded Change:			11.62%	13.09%	-1.47%	
2005 (FY06)	2.75%	0.00%	--	3.70%	--	11-04 - 11-05
2004 (FY05)	2.00%	0.00%	--	3.60%	--	11-03 - 11-04
2003 (FY04) <sup>(6)</sup>	2.90%	0.00%	--	2.40%	--	11-02 - 11-03
2002 (FY03)	3.50%	0.00%	--	2.80%	--	11-01 - 11-02
FY99-FY02 Compounded Change:			11.29%	8.43%	2.86%	
FY95-FY98 Compounded Change:			12.22%	7.26%	4.96%	
(1) Excludes Police (944) and Fire (938) bargaining unit employees.						
(2) 3.25% GWA effective September 8, 2013 (FY14).						
(3) Employees at the maximum of their assigned grade are not eligible for a service increment.						
Approximately 15.24% (1,055 of 6,923) employees are at the maximum of grade as of 12/31/13.						
(4) CPI(u) change for all Urban Consumers, Washington/Baltimore area.						
(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).						
(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.						

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE <u>NOT AT MAXIMUM SALARY</u> <sup>(1)</sup>					
vs.					
PRIVATE SECTOR					
Year	MCG GWA <sup>(2)</sup>	MCG Service Increment <sup>(3)</sup>	Total MCG Pay Increase	Private Sector Pay Increase <sup>(4)</sup>	Difference MCG vs. Private Sector
FY11-FY14 Compounded Change:			6.86%	11.45%	-4.59%
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change:			29.70%	14.22%	15.48%
2009 (FY10)	0.00%	3.50%	--	2.20%	--
2008 (FY09)	4.50%	3.50%	--	3.90%	--
2007 (FY08)	4.00%	3.50%	--	3.80%	--
2006 (FY07) <sup>(5)</sup>	4.00%	3.50%	--	3.63%	--
FY03-FY06 Compounded Change:			28.09%	15.03%	13.06%
2005 (FY06)	2.75%	3.50%	--	3.65%	--
2004 (FY05)	2.00%	3.50%	--	3.45%	--
2003 (FY04) <sup>(6)</sup>	2.90%	3.50%	--	3.40%	--
2002 (FY03)	3.50%	3.50%	--	3.75%	--
FY99-FY02 Compounded Change:			27.71%	18.80%	8.918%
FY95-FY98 Compounded Change:			28.78%	17.10%	11.68%
(1) Excludes Police (944) and Fire (938) bargaining unit employees.					
(2) 3.25% GWA effective September 8, 2013 (FY14).					
(3) Employees not at the maximum of their assigned grade are eligible for a 3.5% service increment.					
Approximately 84.76% (5,868 of 6,923) of permanent employees are not at maximum of grade as of 12/31/13.					
(4) Source: <i>World At Work 2013 - 2014 Salary Budget Survey, Top Level Data</i> (pg. 2). Pay increase is the average of General Wage Adjustments (GWAs), Cost of Living Adjustments (COLAs), and Merit Increases for non-exempt and exempt employees in the U.S.					
(5) 3.00% GWA effective 07/09/06 (FY07) and 1% 01/07/07 (FY07).					
(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.					



PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE <u>AT MAXIMUM SALARY</u> <sup>(1)</sup>					
vs.					
PRIVATE SECTOR					
Year	MCG GWA <sup>(2)</sup>	MCG Service Increment <sup>(3)</sup>	Total MCG Pay Increase	Private Sector Pay Increase <sup>(4)</sup>	Difference MCG vs. Private Sector
FY11-FY14 Compounded Change:			<u>3.25%</u>	<u>11.45%</u>	<u>-8.20%</u>
2013 (FY14)	3.25%	0.00%		<u>2.90%</u>	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change:			<u>13.03%</u>	<u>14.22%</u>	<u>-1.19%</u>
2009 (FY10)	0.00%	0.00%	--	2.20%	--
2008 (FY09)	4.50%	0.00%	--	3.90%	--
2007 (FY08)	4.00%	0.00%	--	3.80%	--
2006 (FY07) <sup>(5)</sup>	4.00%	0.00%	--	3.63%	--
FY03-FY06 Compounded Change:			<u>11.62%</u>	<u>15.03%</u>	<u>-3.41%</u>
2005 (FY06)	2.75%	0.00%	--	3.65%	--
2004 (FY05)	2.00%	0.00%	--	3.45%	--
2003 (FY04) <sup>(6)</sup>	2.90%	0.00%	--	3.40%	--
2002 (FY03)	3.50%	0.00%	--	3.75%	--
FY99-FY02 Compounded Change:			<u>11.29%</u>	<u>18.80%</u>	<u>-7.50%</u>
FY95-FY98 Compounded Change:			<u>12.22%</u>	<u>17.10%</u>	<u>-4.88%</u>
(1) Excludes Police (934) and Fire (938) bargaining unit employees.					
(2) 3.25% GWA effective September 8, 2013 (FY14).					
(3) Employees at the maximum of their assigned grade are not eligible for a 3.5% service increment. Approximately 15.24% (1,055 of 6,923) of employees are at the maximum as of 12/31/13.					
(4) Source: World At Work 2013 - 2014 Salary Budget Survey, Top Level Data (pg. 2). Pay increase is the average of General Wage Adjustments (GWAs), Cost of Living Adjustments (COLAs), and Merit Increases for non-exempt and exempt employees in the U.S.					
(5) 3.00% GWA effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).					
(6) Average of non-represented (2.0% effective 7/13/03 (FY04)) and MCGEO (3.75% effective 11/30/03 (FY04)) adjustments.					

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE <u>NOT AT MAXIMUM SALARY</u> <sup>(1)</sup>					
vs.					
PRIVATE SECTOR					
Year	MCG GWA <sup>(2)</sup>	MCG Service Increment <sup>(3)</sup>	Total MCG Pay Increase	Private Sector Pay Increase <sup>(4)</sup>	Difference MCG vs. Private Sector
FY11-FY14 Compounded Change:			<u>6.86%</u>	<u>11.45%</u>	<u>-4.59%</u>
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change:			<u>29.70%</u>	<u>14.22%</u>	<u>15.48%</u>
2009 (FY10)	0.00%	3.50%	--	2.20%	--
2008 (FY09)	4.50%	3.50%	--	3.90%	--
2007 (FY08)	4.00%	3.50%	--	3.80%	--
2006 (FY07) <sup>(5)</sup>	4.00%	3.50%	--	3.63%	--
FY03-FY06 Compounded Change:			<u>28.09%</u>	<u>15.03%</u>	<u>13.06%</u>
2005 (FY06)	2.75%	3.50%	--	3.65%	--
2004 (FY05)	2.00%	3.50%	--	3.45%	--
2003 (FY04) <sup>(6)</sup>	2.90%	3.50%	--	3.40%	--
2002 (FY03)	3.50%	3.50%	--	3.75%	--
FY99-FY02 Compounded Change:			<u>27.71%</u>	<u>18.80%</u>	<u>8.918%</u>
FY95-FY98 Compounded Change:			<u>28.78%</u>	<u>17.10%</u>	<u>11.68%</u>
(1) Excludes Police (944) and Fire (938) bargaining unit employees.					
(2) 3.25% GWA effective September 8, 2013 (FY14).					
(3) Employees not at the maximum of their assigned grade are eligible for a 3.5% service increment. Approximately 84.76% (5,868 of 6,923) of permanent employees are not at maximum of grade as of 12/31/13.					
(4) Source: <i>World At Work 2013 - 2014 Salary Budget Survey, Top Level Data</i> (pg. 2). Pay increase is the average of General Wage Adjustments (GWAs), Cost of Living Adjustments (COLAs), and Merit Increases for non-exempt and exempt employees in the U.S.					
(5) 3.00% GWA effective 07/09/06 (FY07) and 1% 01/07/07 (FY07).					
(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.					

COMPARISON OF SALARIES FOR MIDDLE MANAGEMENT AND PROFESSIONAL POSITIONS FEDERAL GOVERNMENT VS. MONTGOMERY COUNTY GOVERNMENT								
FEDERAL GOVERNMENT <sup>(1)(2)</sup> Effective January, 2014			MONTGOMERY COUNTY GOVERNMENT <sup>(3)(4)</sup> Effective January, 2014					
Federal Grade	Minimum	Maximum	MCG Grade	# Permanent FT Emp.	Minimum	Maximum	% Diff. At Min	% Diff At Max
GS-11	\$63,091	\$82,019	21	354	\$48,557	\$80,284	-29.93%	-2.16%
			22	123	\$50,854	\$84,163	-24.06%	2.55%
GS-12	\$75,621	\$98,305	23	362	\$53,275	\$88,241	-41.94%	-11.41%
			24	480	\$55,811	\$92,508	-35.49%	-6.27%
			25	382	\$58,471	\$96,998	-29.33%	-1.35%
GS-13 <sup>(5)</sup>	\$89,924	\$116,901	24	480	\$55,811	\$92,508	-61.12%	-26.37%
			25	382	\$58,471	\$96,998	-53.79%	-20.52%
			26	94	\$61,274	\$101,715	-46.76%	-14.93%
			27	47	\$64,189	\$106,667	-40.09%	-9.59%
			M3	229	\$67,692	\$123,725	-32.84%	5.52%
GS-14	\$106,263	\$138,136	28	130	\$67,072	\$111,865	-58.43%	-23.48%
			29	2	\$70,097	\$117,321	-51.59%	-17.74%
			30	0	\$73,278	\$123,057	-45.01%	-12.25%
			31	1	\$76,618	\$129,073	-38.69%	-7.02%
			M2	105	\$78,794	\$143,037	-34.86%	3.43%
GS-15	\$124,995	\$157,100	M2	105	\$78,794	\$143,037	-58.64%	-9.83%
			M1	25	\$90,105	\$160,037	-38.72%	1.84%
<b>(1) Locality Pay for Washington - Baltimore (DC-MD-VA-WV and St. Marys County-MD).</b>								
<b>(2) Federal Government salaries obtained from <a href="https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2014/general-schedule/dcb.pdf">https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2014/general-schedule/dcb.pdf</a></b>								
<b>(3) Does not include longevity.</b>								
<b>(4) Montgomery County received a 3.25% GWA in FY14. Thus, the grade minimum and maximum dollars amounts changed from the 2013 report.</b>								
<b>(5) The Federal Government received a 1% increase effective Janauary 1, 2014.</b>								

SALARY COMPARISONS										
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT										
BASED ON HUMAN RESOURCES ASSOCIATION 2013 COMPENSATION SURVEY REPORT										
AND MCG FY14 SALARY SCHEDULES										
				% Change Req. to Reach	% Dif. Bet. MCG & HRA				% Change Req. to Reach	% Dif. Bet. MCG & HRA
Human Resources Association (HRA)	Montgomery County Government (MCG)	MCG Range Minimum	HRA Avg. Range Minimum	HRA Avg. Minimum	& HRA Minimum		MCG Range Maximum	HRA Avg. Range Maximum	HRA Avg. Maximum	& HRA Maximum
Job Title	Job Title									
Computer Oper. I	IT Technician I	\$35,605	\$30,000	-15.7%	18.7%	I	\$57,851	\$47,700	-17.5%	21.3%
Computer Oper. II	IT Technician II	\$38,675	\$38,400	-0.7%	0.7%	I	\$63,497	\$62,100	-2.2%	2.2%
Applications Analyst/Developer II	IT Specialist III	\$61,274	\$52,300	-14.6%	17.2%	I	\$101,715	\$91,200	-10.3%	11.5%
Applications Analyst/Developer III	Sr. IT Specialist	\$67,072	\$65,900	-1.7%	1.8%	I	\$111,865	\$108,800	-2.7%	2.8%
Systems Programmer III	Sr. IT Specialist	\$67,072	\$69,600	3.8%	-3.6%	I	\$111,865	\$121,100	8.3%	-7.6%
IT/Helpdesk Support Analyst I	IT Specialist I	\$46,360	\$46,300	-0.1%	0.1%	I	\$76,592	\$85,200	11.2%	-10.1%
System Administrator III	Sr. IT Specialist	\$67,072	\$67,800	1.1%	-1.1%	I	\$111,865	\$119,800	7.1%	-6.6%
Accounting Clerk I	Principal Admin. Aide	\$34,183	\$33,200	-2.9%	3.0%	I	\$55,222	\$53,500	-3.1%	3.2%
Accounting Clerk II	Office Services Coordinator	\$38,675	\$34,700	-10.3%	11.5%	I	\$63,497	\$55,900	-12.0%	13.6%
Accounting Clerk III	Fiscal Assistant	\$38,675	\$39,100	1.1%	-1.1%	I	\$63,497	\$64,000	0.8%	-0.8%
Payroll Clerk I	Office Services Coordinator	\$38,675	\$37,300	-3.6%	3.7%	I	\$63,497	\$59,400	-6.5%	6.9%
Accountant I	Accountant/Auditor I	\$42,283	\$38,700	-8.5%	9.3%	I	\$69,728	\$63,600	-8.8%	9.6%
Accountant III	Accountant/Auditor III	\$53,275	\$58,100	9.1%	-8.3%	I	\$88,241	\$96,900	9.8%	-8.9%
Budget Analyst II	Mgmt. & Budget Spec. II	\$50,854	\$52,300	2.8%	-2.8%	I	\$84,163	\$86,500	2.8%	-2.7%
Budget Analyst III	Sr. Mgmt. & Budget Spec.	\$64,189	\$71,500	11.4%	-10.2%	I	\$106,667	\$107,200	0.5%	-0.5%
Buyer II	Procurement Spec. II	\$50,854	\$51,300	0.9%	-0.9%	I	\$84,163	\$78,200	-7.1%	7.6%
EEO Representative II	Human Resources Spec. III	\$58,471	\$49,300	-15.7%	18.6%	I	\$96,998	\$80,200	-17.3%	20.9%
Recruiting (Employment) Manager	Manager III	\$67,692	\$80,600	19.1%	-16.0%	I	\$123,725	\$133,100	7.6%	-7.0%
Librarian/Information Center Specialist II	Library Associate II	\$48,557	\$47,900	-1.4%	1.4%	I	\$80,284	\$76,000	-5.3%	5.6%
Janitor/Custodian I	Bldg. Svc. Wkr. II	\$28,048	\$24,400	-13.0%	15.0%	I	\$43,904	\$39,600	-9.8%	10.9%
Call Center Rep I	Customer Service Rep I	\$34,183	\$34,400	0.6%	-0.6%	I	\$55,222	\$48,900	-11.4%	12.9%
Call Center Supervisor	Program Manager I	\$53,275	\$50,500	-5.2%	5.5%	I	\$88,241	\$81,900	-7.2%	7.7%
Security Guard I	Security Officer I	\$37,091	\$26,000	-29.9%	42.7%	I	\$58,693	\$41,700	-29.0%	40.8%
Security Guard Supvr.	Security Officer III (Sgt.)	\$48,557	\$39,800	-18.0%	22.0%	I	\$80,284	\$66,900	-16.7%	20.0%
Admin. Assistant I	Administrative Aide	\$32,831	\$31,500	-4.1%	4.2%	I	\$52,722	\$52,900	0.3%	-0.3%
Admin. Assistant II	Principal Admin. Aide	\$34,183	\$36,000	5.3%	-5.0%	I	\$55,222	\$61,700	11.7%	-10.5%
Admin. Assistant III	Office Services Coordinator	\$38,675	\$40,600	5.0%	-4.7%	I	\$63,497	\$69,300	9.1%	-8.4%
Executive Assistant III	Senior Executive Admin. Aide	\$42,283	\$46,000	8.8%	-8.1%	I	\$69,728	\$77,600	11.3%	-10.1%
Executive Asst to CEO III	Executive Admin. Aide to CAO	\$46,530	\$48,900	5.1%	-4.8%	I	\$76,592	\$87,400	14.1%	-12.4%
Office Manager	Administrative Specialist II	\$48,557	\$38,400	-20.9%	26.5%	I	\$80,284	\$74,400	-7.3%	7.9%
Public Relations Specialist II	Public Information Officer II	\$58,471	\$50,600	-13.5%	15.6%	I	\$96,998	\$81,700	-15.8%	18.7%
Graphics Designer II	Graphic Artist	\$44,277	\$47,100	6.4%	-6.0%	I	\$73,074	\$79,900	9.3%	-8.5%
Legal Secretary II	Legal Secretary II	\$38,675	\$50,300	30.1%	-23.1%	I	\$63,497	\$90,200	42.1%	-29.6%
Legal Assistant/Paralegal III	Paralegal Specialist	\$53,275	\$54,600	2.5%	-2.4%	I	\$88,241	\$88,100	-0.2%	0.2%
In-House Attorney II	Asst. County Attorney II	\$64,189	\$112,200	74.8%	-42.8%	I	\$106,667	\$173,700	62.8%	-38.6%
In-House Attorney III	Asst. County Attorney III	\$80,118	\$98,100	22.4%	-18.3%	I	\$133,024	\$180,700	35.8%	-26.4%
Social Worker III (MSW-LCSW)	Social Worker III	\$55,811	\$54,000	-3.2%	3.4%	I	\$92,508	\$83,800	-9.4%	10.4%
Staff Nurse II (RN)	Community Health Nurse II	\$55,811	\$56,900	2.0%	-1.9%	I	\$92,508	\$94,300	1.9%	-1.9%
Nurse Practitioner	Nurse Practitioner	\$58,471	\$72,900	24.7%	-19.8%	I	\$96,998	\$118,700	22.4%	-18.3%
Licensed Practical Nurse	Licensed Practical Nurse (LPN)	\$42,283	\$36,800	-13.0%	14.9%	I	\$69,728	\$59,700	-14.4%	16.8%
Marketing Analyst II	Transit Mktng. Specialist	\$48,557	\$45,100	-7.1%	7.7%	I	\$80,284	\$72,500	-9.7%	10.7%
Laborer (Heavy)	Public Service Worker II	\$29,156	\$25,800	-11.5%	13.0%	I	\$45,914	\$40,800	-11.1%	12.5%
Plumber	Plumber I	\$40,430	\$46,300	14.5%	-12.7%	I	\$66,536	\$66,200	-0.5%	0.5%
		Avg % Change FY14:		0.85%					0.78%	
		Avg % Difference FY14:			1.44%					1.54%
NOTES:										
o 2013 HRA Compensation Survey Report includes data on 514 survey jobs from 302 participating employers in the Washington-Baltimore Consolidated Metropolitan Statistical Area. The survey provides useful data on current salaries in the area but is not a reliable measure of salary changes over time, as survey participants, jobs, and job matches change from year to year.										
o Percent change required for MCG salary to reach HRA average salary was calculated by dividing dollar difference by MCG salary.										
o Percent difference between MCG salary and HRA average salary was calculated by dividing dollar difference by HRA salary.										

FY '14 MINIMUM SALARY COMPARISONS SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES (IN THOUSANDS)																
MCG TITLE	GRADE	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWA RD CO GOVT	MNCPP C	PG CO GOVT	WSSC	MEDIAN	MONT CO GOVT	MCG VS MEDIAN	% DIFF FROM MEDIAN TO MCG	
ACCOUNTANT/AUDITOR III	23	55.16	43.06	48.94	40.00	45.63	54.55	50.73	47.54	43.14	47.48	47.51	53.28	0.11	12%	
BUIDLING SERVICE WORKER II	8	27.47	23.89	28.32		25.27	24.85		26.55	21.61	25.90	25.58	28.05	0.09	10%	
CARPENTER	17			35.69	30.26	34.54	37.53	36.84	37.14	28.96	40.19	36.26	40.43	0.10	11%	
COMMUNITY HEALTH NURSE II	24	57.91		50.14	56.79	49.82	51.94			42.79		51.04	53.28	0.04	4%	
CORRECTIONAL SUPERVISOR SERGEANT	C1	56.78	43.63	61.13		44.73	54.29	51.43		44.43		51.43	53.42	0.04	4%	
CORRECTIONAL OFFICER I	C5	44.49	38.05	49.24		39.66	24.68	19.30		39.40		39.40	45.10	0.13	14%	
CORRECTIONAL OFFICER III	C3	56.78	43.63	61.13		44.73	54.29	51.44		44.44		51.44	53.42	0.04	4%	
DATA ENTRY OPERATOR	10				27.95	27.42	0.00	24.71	29.91	29.18		27.69		-		
ELECTRICIAN I	18				32.95	39.56	41.13	41.73	37.14	28.96	40.19	39.56	42.28	0.06	7%	
ENGINEER III	25	57.91	53.77	42.32	46.70	47.61	62.82	62.23	53.84	55.06	50.71	53.80	58.47	0.08	9%	
ENGINEER TECHNICIAN II	18	37.52		35.69	40.54	39.66	41.13	37.27	41.93	36.97	39.32	39.32	42.28	0.07	8%	
EQUIPMENT OPERATOR I	14	31.23	29.09	35.69	29.00	29.06	34.26	31.08	33.09	26.27		31.08	35.61	0.13	15%	
EQUIPMENT OPERATOR, HEAVY	16	37.52	33.80	39.06	34.04	34.54	39.33	34.30	37.14	28.96	30.35	34.42	38.68	0.11	12%	
FIRE RESCUE SERGEANT FIRST LINE SUPERVI	B1	55.66	48.39	62.13	51.28	52.71	61.38	71.46		51.91		54.19	57.05	0.05	5%	
FIREFIGHTER/RESCUER I	F1	45.80	36.07	48.00	33.65	34.10	45.07			40.84		40.84	42.75	0.04	5%	
FIREFIGHTER/RESCUER III	F3	48.08	36.07		34.14	42.80	50.94	52.06		42.84		42.84	47.14	0.09	10%	
HIGHWAY CONSTRUCTION INSPECTOR II	22	47.65	39.16	45.59	37.40	39.66	47.36	45.74		36.97	41.61	41.61	50.85	0.18	22%	
HUMAN RESOURCES SPECIALIST III	25	55.16	49.93	58.73	46.70	45.63	54.55	62.23	47.54	43.14	50.71	50.32	58.47	0.14	16%	
HVAC MECHANIC I	18	41.15		50.79	32.95	39.56	43.10	41.73	37.14	28.96		40.36	42.28	0.05	5%	
IT SPECIALIST III (LGPA Title: Autm Systems Sp	26	55.16		56.28		45.63		45.74	56.53	49.54		52.35	61.27	0.15	17%	
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26		46.36		32.31	45.63	57.21	50.73		49.94		48.15	61.27	0.21	27%	
IT TECHNICIAN II	16				32.31	31.26				29.20		31.26	38.68	0.19	24%	
LIBRARIAN I	21	45.83		42.32	42.26	31.55	49.56		41.93			42.29	48.56	0.13	15%	
MANAGEMENT & BUDGET SPECIALIST III	25	55.16	62.36	42.32	64.80	69.13	54.55	50.73	53.84	42.79	47.48	54.19	58.47	0.07	8%	
MECHANIC TECHNICIAN II	18	43.22	33.80	39.06	35.19	37.81	39.33	41.73	37.14	33.53	40.19	38.44	42.28	0.09	10%	
OFFICE CLERK	5	28.64	23.60	28.03	26.31	25.19	32.70	24.71	26.62	22.88	23.08	25.75	25.03	-0.03	-3%	
PERMITTING SERVICE INSPECTOR III	23	43.22	39.16	52.32	34.56	41.64	45.14	41.29	41.93	36.97		41.64	53.28	0.22	28%	
PLANNING SPECIALIST III	23	55.16	49.93		46.70	45.63	54.55	50.73	47.54	42.79		48.73	53.28	0.09	9%	
POLICE OFFICER I	P2	43.61	41.62	48.06	43.13	46.69	49.08	47.80	47.85	46.61	37.16	46.65	47.96	0.03	3%	
POLICE SERGEANT, 1ST LINE SUPERVISOR	A1	55.66	57.00	61.13	61.58	58.68	59.29	67.31	55.37	60.89		59.29	61.07	0.03	3%	
PRINCIPAL ADMINISTRATIVE AIDE	20	29.43	25.93	29.05	26.31	29.86	35.90	27.37	33.09	24.61		29.05	34.18	0.15	18%	
PRINTING TECHNICIAN II	13			35.69	38.93	32.81	37.53	0.00	37.14	32.19	31.39	34.25	37.09	0.08	8%	
PROCUREMENT SPECIALIST II	15	55.42	46.36	48.94	44.08	45.63	54.55	45.74	53.84	34.63	50.71	47.65	50.85	0.06	7%	
PUBLIC SAFETY COMMUNICATION SPECIALIST	22	47.65	35.48	46.57	37.40	35.98	47.24	37.27	37.14	39.10		37.40	44.28	0.16	18%	
PUBLIC SERVICE WORKER II	9	28.53	25.10	28.33	27.74	25.27	28.45	26.75	26.55	22.69		26.75	29.16	0.08	9%	
RECREATION SPECIALIST	21	50.03	49.93	42.32	42.26	45.63	47.36	41.29	47.54	42.79		45.63	48.56	0.06	6%	
SOCIAL WORKER II	23	57.91		48.94	45.99	49.82	51.94	50.73		42.79		49.82	53.28	0.06	7%	
THERAPIST II	24	47.65		48.94			51.94			49.54		49.24	55.81	0.12	13%	
NOTES:																
o Salary data from local sources, including FY2014 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.																
o Median salary does not include Montgomery County (MCG).																
o The percent difference between MCG Vs Median is calculated by dividing dollar difference between MCG salary and median by the MCG salary.																
o Fiscal Assistant job title not surveyed this year.																
o MNCPPC = Maryland-National Capital Park & Planning Commission.																
MCG = Montgomery County Government.																
WSSC = Washington Suburban Sanitary Commission.																

FY '14 <b>MAXIMUM</b> SALARY COMPARISONS SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES (IN THOUSANDS)																
MCG TITLE	GRADE	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CO GOVT	BALT CITY GOVT	FAIR CO GOVT	HOWA RD CO GOVT	MNCPPC	PG CO GOVT	WSSC	MEDIAN	MONT GO GOVT	MCG VS MEDIA N	% DIFF FROM MEDIAN TO MCG	
ACCOUNTANT/AUDITOR III	23	88.64	68.04	79.60	48.90	56.84	90.92	86.76	81.34	83.94	80.29	80.82	88.24	0.09	0.09	
BUIDLING SERVICE WORKER II	8	40.04	34.63	42.56		30.35	41.42		47.72	40.39	44.49	40.91	43.90	0.07	0.07	
CARPENTER	17			58.01	33.34	43.33	62.55	54.77	63.54	53.55	68.10	56.39	66.54	0.18	0.18	
COMMUNITY HEALTH NURSE II	24	93.06		93.64	64.73	62.22	86.56			78.36		82.46	88.24	0.07	0.07	
CORRECTIONAL SUPERVISOR SERGEANT	C1	98.32	81.66	101.48		55.72	80.21	80.91		77.87		80.91	86.48	0.07	0.07	
CORRECTIONAL OFFICER I	C5	77.05	32.73	81.68		24.91	36.45	30.16		69.01		36.45	67.08	0.84	0.84	
CORRECTIONAL OFFICER III	C3	98.32	81.66	101.48		55.72	80.22	80.92		77.88		80.92	86.48	0.07	0.07	
DATA ENTRY OPERATOR	10				32.24	34.36		39.94	51.18	58.65		39.94	0.00	-1.00	-1.00	
ELECTRICIAN I	18				36.85	50.17	68.56	62.01	63.54	53.55	68.10	62.01	69.73	0.12	0.12	
ENGINEER III	25	93.06	89.28	104.17	56.50	59.19	104.69	106.50	92.30	107.13	85.67	92.68	97.00	0.05	0.05	
ENGINEER TECHNICIAN II	18	60.29		58.01	49.22	49.83	68.56	60.17	71.75	67.90	66.74	60.29	69.73	0.16	0.16	
EQUIPMENT OPERATOR I	14	50.19	42.14	58.01	31.31	36.07	57.09	43.85	56.63	48.74		48.74	57.85	0.19	0.19	
EQUIPMENT OPERATOR, HEAVY	16	60.29	48.86	63.52	38.26	43.33	65.56	50.81	63.54	53.55	54.79	54.17	63.50	0.17	0.17	
FIRE RESCUE SERGEANT FIRST LINE SUPERVI	B1	96.39	95.64	103.15	62.58	71.37	90.69	105.48		98.52		96.01	92.35	-0.04	-0.04	
FIREFIGHTER/RESCUER I	F1	79.31	74.76	79.68	54.56	46.48		46.47		71.04		71.04	69.22	-0.03	-0.03	
FIREFIGHTER/RESCUER III	F3	83.27	74.76		54.56	57.39	75.26	76.77		78.56		75.26	76.31	0.01	0.01	
HIGHWAY CONSTRUCTION INSPECTOR II	22	76.57	56.68	85.13	45.22	49.83	78.92	73.84		67.90	70.55	70.55	84.16	0.19	0.19	
HUMAN RESOURCES SPECIALIST III	25	88.64	82.90	108.70	56.50	56.84	90.92	106.50	81.34	83.94	85.67	84.81	97.00	0.14	0.14	
HVAC MECHANIC I	18	66.12		82.53	36.85	50.17	71.83	62.01	63.54	53.55		62.77	69.73	0.11	0.11	
IT SPECIALIST III (LGPA Title: Autm Systems Sp	26	88.64		91.54		56.84		73.84	93.64	90.41		89.52	101.72	0.14	0.14	
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26		76.98		38.43	56.84	96.35	81.77		97.17		79.37	101.72	0.28	0.28	
IT TECHNICIAN II	16				38.43	39.67				56.81		39.67	63.50	0.60	0.60	
LIBRARIAN I	21	72.92		87.57	51.37	48.95	82.60		71.75	0.00		71.75	80.28	0.12	0.12	
MANAGEMENT & BUDGET SPECIALIST III	25	88.64	103.54	99.65	78.50	107.71	90.92	86.76	92.30	78.36	85.67	89.78	97.00	0.08	0.08	
MECHANIC TECHNICIAN II	18	69.46	48.86	63.52	39.75	47.86	65.56	62.01	63.54	61.72	68.10	62.76	69.73	0.11	0.11	
OFFICE CLERK	5	43.83	35.55	37.90	29.91	31.26	54.51	39.94	47.86	44.51	39.77	39.85	38.66	-0.03	-0.03	
PERMITTING SERVICE INSPECTOR III	23	69.46	56.68	85.13	41.65	52.12	75.23	66.71	71.75	67.90		67.90	88.24	0.30	0.30	
PLANNING SPECIALIST III	23	88.64	82.90		56.50	56.84	90.92	81.77	81.34	78.36		81.55	88.24	0.08	0.08	
POLICE OFFICER I	P2	75.53	79.37	79.69	69.89	61.02	72.52	49.48	74.84	73.00	63.16	72.76	77.64	0.07	0.07	
POLICE SERGEANT, 1ST LINE SUPERVISOR	A1	96.39	95.58	101.48	81.08	77.88	87.59	88.63	93.25	94.90		93.25	98.87	0.06	0.06	
PRINCIPAL ADMINISTRATIVE AIDE	20	47.95	43.04	47.20	29.91	37.75	59.83	44.26	56.63	47.88		47.20	55.22	0.17	0.17	
PRINTING TECHNICIAN II	13			58.01	47.18	41.65	62.55		63.54	62.64	53.56	58.01	60.60	0.04	0.04	
PROCUREMENT SPECIALIST II	15	84.42	76.98	99.65	53.64	56.84	90.92	78.33	92.30	67.37	85.67	81.38	84.16	0.03	0.03	
PUBLIC SAFETY COMMUNICATION SPECIALIST	22	76.57	51.33	75.67	45.22	45.63	69.80	60.17	63.54	78.60		63.54	73.07	0.15	0.15	
PUBLIC SERVICE WORKER II	9	45.85	36.86	42.56	28.66	30.35	47.42	37.81	47.72	42.30		42.30	45.91	0.09	0.09	
RECREATION SPECIALIST	21	80.40	82.90	68.79	51.37	56.84	78.92	70.76	81.34	78.36		78.36	80.28	0.02	0.02	
SOCIAL WORKER II	23	93.06		79.60	56.00	62.22	86.56	86.76		78.36		79.60	88.24	0.11	0.11	
THERAPIST II	24	76.57		79.60			86.56			90.41		83.08	92.51	0.11	0.11	
NOTES:																
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o MNCPPC = Maryland-National Capital Park & Planning Commission.																
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**PERCENT DIFFERENCE FROM MEDIAN SALARY  
FY '14 MINIMUM SALARY COMPARISONS  
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

MCG TITLE	MCG GRADE	MCG MEDIAN	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWA RD CO GOVT	MNCP PC	PG CO GOVT	WSSC
ACCOUNTANT/AUDITOR III	23	47.54	16%	-9%	3%	-16%	-4%	15%	7%		-9%	
BUIDLING SERVICE WORKER II	8	25.90	6%	-8%	9%	-100%	-2%	-4%	-100%	3%	-17%	
CARPENTER	17	36.84	-100%	-100%	-3%	-18%	-6%	2%		1%	-21%	9%
COMMUNITY HEALTH NURSE II	24	51.94	12%	-100%	-3%	9%	-4%		-100%	-100%	-18%	-100%
CORRECTIONAL SUPERVISOR SERGEANT	C1	52.43	8%	-17%	17%	-100%	-15%	4%	-2%	-100%	-15%	-100%
CORRECTIONAL OFFICER I	C5	39.53	13%	-4%	25%	-100%		-38%	-51%	-100%		-100%
CORRECTIONAL OFFICER III	C3	52.43	8%	-17%	17%	-100%	-15%	4%	-2%	-100%	-15%	-100%
DATA ENTRY OPERATOR	10	27.69	-100%	-100%	-100%	1%	-1%	-100%	-11%	8%	5%	-100%
ELECTRICIAN I	18	39.87	-100%	-100%	-100%	-17%	-1%	3%	5%	-7%	-27%	1%
ENGINEER III	25	53.84	8%	0%	-21%	-13%	-12%	17%	16%		2%	-6%
ENGINEER TECHNICIAN II	18	39.49	-5%	-100%	-10%	3%		4%	-6%	6%	-6%	
EQUIPMENT OPERATOR I	14	31.15		-7%	15%	-7%		10%		6%	-16%	-100%
EQUIPMENT OPERATOR, HEAVY	16	34.54	9%	-2%	13%	-1%		14%	-1%	8%	-16%	-12%
FIRE RESCUE SERGEANT FIRST LINE SUPER	B1	55.66		-13%	12%	-8%	-5%	10%	28%	-100%	-7%	-100%
FIREFIGHTER/RESCUER I	F1	41.80	10%	-14%	15%	-19%	-18%	-100%	8%	-100%	-2%	-100%
FIREFIGHTER/RESCUER III	F3	44.99	7%	-20%	-100%	-24%	-5%	13%	16%	-100%	-5%	-100%
HIGHWAY CONSTRUCTION INSPECTOR II	22	43.60	9%	-10%	5%	-14%	-9%	9%	5%	-100%	-15%	-5%
HUMAN RESOURCES SPECIALIST III	25	50.71	9%	-2%	16%	-8%	-10%	8%	23%	-6%	-15%	
HVAC MECHANIC I	18	41.15		-100%	23%	-20%	-4%	5%	1%	-10%	-30%	-100%
IT SPECIALIST III (LGPA Title: Autm Systems & Netw)	26	55.16		-100%	2%	-100%	-17%	-100%	-17%	2%	-10%	-100%
IT SPECIALIST III (LGPA Title: Prog Anal - Jrm)	26	49.94	-100%	-7%	-100%	-35%	-9%	15%	2%	-100%		-100%
IT TECHNICIAN II	16	31.79	-100%	-100%	-100%	2%	-2%	-100%	-100%	-100%	-8%	-100%
LIBRARIAN I	21	42.32	8%	-100%			-25%	17%	-100%	-1%	-100%	-100%
MANAGEMENT & BUDGET SPECIALIST III	25	54.55	1%	14%	-22%	19%	27%		-7%	-1%	-22%	-13%
MECHANIC TECHNICIAN II	18	39.06	11%	-13%		-10%	-3%	1%	7%	-5%	-14%	3%
OFFICE CLERK	5	25.19	14%	-6%	11%	4%		30%	-2%	6%	-9%	-8%
PERMITTING SERVICE INSPECTOR III	23	41.79	3%	-6%	25%	-17%		8%	-1%		-12%	-100%
PLANNING SPECIALIST III	23	49.93	10%		-100%	-6%	-9%	9%	2%	-5%	-14%	-100%
POLICE OFFICER I	P2	46.69	-7%	-11%	3%	-8%		5%	2%	2%		-20%
POLICE SERGEANT, 1ST LINE SUPERVISOR	A1	60.09	-7%	-5%	2%	2%	-2%	-1%	12%	-8%	1%	-100%
PRINCIPAL ADMINISTRATIVE AIDE	20	29.24	1%	-11%	-1%	-10%	2%	23%	-6%	13%	-16%	-100%
PRINTING TECHNICIAN II	13	35.69	-100%	-100%		9%	-8%	5%	-100%	4%	-10%	-12%
PROCUREMENT SPECIALIST II	15	48.94	13%	-5%		-10%	-7%	11%	-7%	10%	-29%	4%
PUBLIC SAFETY COMMUNICATION SPECIALIST	22	38.25	25%	-7%	22%	-2%	-6%	24%	-3%	-3%	2%	-100%
PUBLIC SERVICE WORKER II	9	27.24	5%	-8%	4%	2%	-7%	4%	-2%	-3%	-17%	-100%
RECREATION SPECIALIST	21	46.49	8%	7%	-9%	-9%	-2%	2%	-11%	2%	-8%	-100%
SOCIAL WORKER II	23	50.28	15%	-100%	-3%	-9%	-1%	3%	1%	-100%	-15%	-100%
THERAPIST II	24	49.54	-4%	-100%	-1%	-100%	-100%	5%	-100%	-100%		-100%
AVG % DIFF FROM MEDIAN:			-0.12	-0.37	-0.13	-0.22	-0.09	-0.05	-0.17	-0.34	-0.15	-0.69
# OF CLASSES MATCHED:			34	37	34	37	32	36	36	35	34	34
NOTES:												
o Salary data from local sources, including FY 2014 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.												
o Median salary includes MCG. The percent difference from the median is calculated by dividing dollar difference between the respective jurisdiction/agency salary and median by the median salary.												
o MNCPCC = Maryland-National Capital Park & Planning Commission.												
MCG = Montgomery County Government.												
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PERCENT DIFFERENCE FROM MEDIAN SALARY FY '14 <b>MAXIMUM</b> SALARY COMPARISONS SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES													
MCG TITLE	MCG GRAD E	MEDIAN	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWARD CO GOVT	MNCPP C	PG CO GOVT	WSSC	
ACCOUNTANT/AUDITOR III	23	81.34	9%	-16%	-2%	-40%	-30%	12%	7%		3%	-1%	
BUILDING SERVICE WORKER II	8	41.42	-3%	-16%	3%	-100%	-27%		-100%	15%	-2%	7%	
CARPENTER	17	58.01	-100%	-100%		-43%	-25%	8%	-6%	10%	-8%	17%	
COMMUNITY HEALTH NURSE II	24	86.56	8%	-100%	8%	-25%	-28%		-100%	-100%	-9%	-100%	
CORRECTIONAL SUPERVISOR SERGEANT	C1	81.29	21%		25%	-100%	-31%	-1%		-100%	-4%	-100%	
CORRECTIONAL OFFICER I	C5	51.77	49%	-37%	58%	-100%	-52%	-30%	-42%	-100%	33%	-100%	
CORRECTIONAL OFFICER III	C3	81.29	21%		25%	-100%	-31%	-1%		-100%	-4%	-100%	
DATA ENTRY OPERATOR	10	37.15	-100%	-100%	-100%	-13%	-8%	-100%	8%	38%	58%	-100%	
ELECTRICIAN I	18	62.77	-100%	-100%	-100%	-41%	-20%	9%	-1%	1%	-15%	8%	
ENGINEER III	25	93.06		-4%	12%	-39%	-36%	12%	14%	-1%	15%	-8%	
ENGINEER TECHNICIAN II	18	63.52	-5%	-100%	-9%	-23%	-22%	8%	-5%	13%	7%	5%	
EQUIPMENT OPERATOR I	14	49.46	1%	-15%	17%	-37%	-27%	15%	-11%	14%	-1%	-100%	
EQUIPMENT OPERATOR, HEAVY	16	54.79	10%	-11%	16%	-30%	-21%	20%	-7%	16%	-2%	0%	
FIRE RESCUE SERGEANT FIRST LINE SUPERVISOR	B1	95.64	1%		8%	-35%	-25%	-5%	10%	-100%	3%	-100%	
FIREFIGHTER/RESCUER I	F1	70.13	13%	7%	14%	-22%	-34%	-100%	-34%	-100%	1%	-100%	
FIREFIGHTER/RESCUER III	F3	75.79	10%	-1%	-100%	-28%	-24%	-1%	1%	-100%	4%	-100%	
HIGHWAY CONSTRUCTION INSPECTOR II	22	72.19	6%	-21%	18%	-37%	-31%	9%	2%	-100%	-6%	-2%	
HUMAN RESOURCES SPECIALIST III	25	85.67	3%	-3%	27%	-34%	-34%	6%	24%	-5%	-2%		
HVAC MECHANIC I	18	63.54	4%	-100%	30%	-42%	-21%	13%	-2%		-16%	-100%	
IT SPECIALIST III (LGPA Title: Autm Systems Spec)	26	90.41	-2%	-100%	1%	-100%	-37%	-100%	-18%	4%	0%	-100%	
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26	81.77	-100%	-6%	-100%	-53%	-30%	18%		-100%	19%	-100%	
IT TECHNICIAN II	16	48.24	-100%	-100%	-100%	-20%	-18%	-100%	-100%	-100%	18%	-100%	
LIBRARIAN I	21	72.34	1%	-100%	21%	-29%	-32%	14%	-100%	-1%	-100%	-100%	
MANAGEMENT & BUDGET SPECIALIST III	25	90.92	-3%	14%	10%	-14%	18%		-5%	2%	-14%	-6%	
MECHANIC TECHNICIAN II	18	63.52	9%	-23%		-37%	-25%	3%	-2%		-3%	7%	
OFFICE CLERK	5	39.77	10%	-11%	-5%	-25%	-21%	37%		20%	12%		
PERMITTING SERVICE INSPECTOR III	23	68.68	1%	-17%	24%	-39%	-24%	10%	-3%	4%	-1%	-100%	
PLANNING SPECIALIST III	23	81.77	8%	1%	-100%	-31%	-30%	11%		-1%	-4%	-100%	
POLICE OFFICER I	P2	73.00	3%	9%	9%	-4%	-16%	-1%	-32%	3%		-13%	
POLICE SERGEANT, 1ST LINE SUPERVISOR	A1	94.08	2%	2%	8%	-14%	-17%	-7%	-6%	-1%	1%	-100%	
PRINCIPAL ADMINISTRATIVE AIDE	20	47.54	1%	-9%	-1%	-37%	-21%	26%	-7%	19%	1%	-100%	
PRINTING TECHNICIAN II	13	59.31	-100%	-100%	-2%	-20%	-30%	5%	-100%	7%	6%	-10%	
PROCUREMENT SPECIALIST II	15	84.16		-9%	18%	-36%	-32%	8%	-7%	10%	-20%	2%	
PUBLIC SAFETY COMMUNICATION SPECIALIST III	22	66.67	15%	-23%	13%	-32%	-32%	5%	-10%	-5%	18%	-100%	
PUBLIC SERVICE WORKER II	9	42.43	8%	-13%		-32%	-28%	12%	-11%	12%		-100%	
RECREATION SPECIALIST	21	78.64	2%	5%	-13%	-35%	-28%		-10%	3%		-100%	
SOCIAL WORKER II	23	83.08	12%	-100%	-4%	-33%	-25%	4%	4%	-100%	-6%	-100%	
THERAPIST II	24	86.56	-12%	-100%	-8%	-100%	-100%		-100%	-100%	4%	-100%	
AVG % DIFF FROM MEDIAN			-0.11	-0.40	-0.08	-0.42	-0.28	-0.05	-0.23	-0.29	0.00	-0.64	
# OF CLASSES MATCHED			36	35	35	38	38	33	33	35	35	36	
NOTES:													
o Salary data from local sources, including FY 2014 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.													
o Median salary includes MCG. The percent difference from the median is calculated by dividing dollar difference between the respective jurisdiction/agency salary and median by the median.													
o MNCPPC = Maryland-National Capital Park & Planning Commission.													
MCG = Montgomery County Government.													
WSSC = Washington Suburban Sanitary Commission.													



**SALARY BUDGET SURVEYS  
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2013-2014  
NATIONAL AND WASHINGTON/BALTIMORE METROPOLITAN  
AREA VS. MONTGOMERY COUNTY GOVERNMENT**

Survey Name	Number of Participating Organizations	Geographic Survey Area	Average Total Pay Increase <sup>(1)</sup>		
			Survey - Actual FY13	MCG - Average FY13 <sup>(2)</sup>	Survey - Budgeted FY14
World At Work 2013-2014 Salary Budget Survey, pages 1-2 (May 2013)	5,207	National	2.90%	2.97%	3.06%
Mercer- 2013-2014 U.S. Compensation Planning Survey: July 16, 2013 press release ( <a href="http://www.mercer.com/press-releases/1539840">http://www.mercer.com/press-releases/1539840</a> )	1,500	National	2.80%	2.97%	2.90%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 34th Edition, pages 10-15 (September 2013).	302	Washington/Baltimore Metropolitan Area	2.80%	2.97%	2.65%
2013 Local Gov't Personnel Association (LGPA) Benchmark Salary and Comprehensive Benefits Survey- Cost of Living Adjustments (COLAs) Report, pages 1-6 (September 2013).	22	Washington/Baltimore Metropolitan Area	.61%(average increase for 13 of the 20 jurisdictions surveyed <sup>(3)</sup> )	2.97%	N/A
<b>(1) Average salary increase (e.g., cost of living, merit, general wage adjustment, etc.) reported for non-exempt (union and non-union) and exempt (union and non-union) salaried employees.</b>					
<b>(2) The MCG average is comprised of the following approved percentage increases in FY14: A 3.25% GWA increase for employees in Management Leadership Service (MLS), General Salary Schedule (non-bargaining) and MCGEO (bargaining); a 2.75% GWA increase for Fire (IAFF bargaining unit) and Fire/Rescue Management; a 2.10% GWA increase for Police (FOP bargaining unit) and Police Management; a 3.25% service increment for all employees not at the max of grade (excludes MLS); and a 3.25% Performance-Based Pay increase for MLS employees.</b>					
<b>(3) Percentage represents the average from the following 13 locations: Alexandria City, Annapolis City, Anne Arundel County, Arlington, Baltimore City, Baltimore County, District of Columbia, Fairfax County, Frederick County, Howard County, MD National Capital Park &amp; Planning; and Prince Georges County.</b>					